

**MAPPING THE FIELD OF SUCCESSION RESEARCH AMONGST AFRICAN
FAMILY BUSINESSES**

BY

EMMA BERNAY KLEINBOOI

STUDENT NUMBER: 223091995

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OCTOBER 2025

DECLARATION BY CANDIDATE

NAME: EMMA BERNAY KLEINBOOI
STUDENT NUMBER: 223091995
QUALIFICATION: BACHELOR OF COMMERCE HONOURS
TITLE OF PROJECT: MAPPING THE FIELD OF SUCCESSION RESEARCH
AMONGST AFRICAN FAMILY BUSINESSES

DECLARATION:

In accordance with Rule G5.6.3, I hereby declare that the above-mentioned treatise/dissertation/thesis is my own work and that I have not previously been submitted to another University or for another qualification



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SIGNATURE

12 October 2025

.....

DATE

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ABSTRACT

Family businesses are significant for both economic growth and social development globally and within the African context. Although succession research has evolved since the first article were published over three decades ago, succession research among African family businesses remains limited in scope, concentrated in specific regions and still limited in its scope of investigation.

This study conducted a systematic mapping of succession research amongst African family businesses through a bibliometric and content analysis of 23 journal articles published between 2005 and 2024, across seven African countries. Most of the contributions were from Nigeria and South Africa, and African family business research topics on succession still tend to focus on survival, continuity, and the challenges of leadership transfer. Methodologically, most succession research within African family businesses applied quantitative approaches.

This research highlighted that there is a need to broaden the geographic scope of success research amongst African family businesses. The use of qualitative and mixed-method methodological approaches and research designs are encouraged, as well as combining and evaluating theories such as socioemotional wealth when conducting succession research amongst African family businesses. By applying and examining themes within the African context, researchers can improve the academic depth of local research while uncovering new perspectives that reflect Africa's unique social, cultural and economic realities.

The exploration of emerging themes in succession research remains essential. Topics such as women's involvement in succession planning, governance systems that uphold continuity, the integration of innovation during leadership changes in family businesses, and the effect of cultural norms on succession outcomes are insufficiently examined in the African context. The significance of these topics addresses the core challenges encountered by African family businesses within the African context, such as conflict, gender inequality and leadership roles that are emerging in family businesses. Addressing these gaps can enrich African succession research and align it with global trends.

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CHAPTER ONE

INTRODUCTION, PROBLEM STATEMENT AND SCOPE OF THE STUDY

1.1 INTRODUCTION AND BACKGROUND TO THE STUDY

Family businesses are widely recognized as key drivers of the global economy, contributing approximately 70% of the world's Gross Domestic Product (Abdelaziz, 2021:16). Family businesses are amongst the largest sources of employment globally, providing jobs for an estimated 50% to 80%, and, subsequently, they play a significant role in reducing poverty, generating job opportunities and improving living standards (Acquaah & Eshun, 2016:45; Devins & Jones, 2016:4; Firfiray & Gomez-Mejia, 2021:1; Jorgensen, Masuo, Manikowske & Lee, 2020:1). Family businesses' impact on financial performance occurs through its involvement in ownership and in management (Miroshnychenko, Torres de Oliveira, De Massis & Überbacher, 2024:249). In simple terms, a family business is distinct compared to non-familial businesses due to the family's participation in various categories of the business, such as ownership, management, succession and governance (De las Heras-Rosas & Herrera, 2020:2).

Family businesses have a favourable influence on the areas in which they operate and are the foundation of economic development (Mashele, Mouton & Pelcher, 2024:444). KPMG Private Enterprise Barometer (2020) found that in their survey amongst African family business respondents, the majority of shares in family businesses are owned by an average of 69% of family members. Urban and Nonkwelo (2020:3) emphasise that family businesses have made a notable impact on the South African economy over the last three centuries, representing 60% of the businesses listed on the Johannesburg Stock Exchange (JSE).

Family businesses aim to achieve goals that benefit both the business and the family (Wu, 2018:190). Familial interests often drive non-economic objectives, such as maintaining the family's reputation, good fellowship, strong internal and external social relationships, along with the conservation of family values, collectively known as striving for socioemotional wealth (SEW) (Mensing, Kraus & Bouncken, 2014:165; Wu, 2018:192). Family businesses adopt a long-term perspective and intention to pass the business to future generations (Randerson, Bettinelli, Fayolle & Anderson, 2015:146). In the same manner, Miroshnychenko, De Massis, Miller and Barontini (2021:684) note that families strove to protect the business

legacy and prioritised both the family's heritage and succeeding generations. The consistent pursuit of transgenerational sustainability also leads to the accumulation of unique resources (Miroshnychenko et al., 2024:685). Due to their commitment to sustaining family business across generations, family businesses make decisions with a long-term, future-oriented perspective (Miroshnychenko et al., 2021:685).

The topic of succession has been of interest to scholars since the inception of the field of family business. Published in 1994, the first review article on succession in family business was written by Handler (1994). Over time, researchers have continued to build on the foundation of examining succession from multiple angles. For instance, Sharma et al. (2003), Nordqvist et al. (2013), and Daspit et al. (2016) all are reviews that collectively emphasise the importance and complexity of succession research. Several review articles on succession have been published since Nelson and Constantindis' (2017) article, with publication dates varying between 2018 to 2023. Review articles on succession in family businesses included, amongst others, Asi, Floris and Argiolas (2020), Ge and Campopiano (2020), as well as Magrelli, Rovelli, Benedetti, Uberbacher and De Massis (2022). These reviews will be discussed in more detail in Chapter Two. It is worth noting that none of these reviews were undertaken on family businesses based on the African continent.

Henceforth, the problem statement and explanation of the ongoing research, followed by the objectives composed for this research, research questions, the scope of the study and lastly the structure of the study will be discussed in the remainder of this chapter.

1.2 PROBLEM STATEMENT

A significant issue many family businesses in Sub-Saharan Africa are facing is ensuring business continuity and succession sustenance (Owusu-Acheampong, Arkaifie, Afriyie & Azu, 2024:1099). Due to the dynamic nature of the business environment, which demands fresh perspectives and endurance, Awosanya (2019) mentions that family businesses have challenges with leadership succession, which arise when senior family business leaders either die or depart the business earlier than anticipated. Some research (Mtembu, 2021:73; Nwuke & Adeola, 2023:1343) suggests that, in order to guarantee the viability, expansion, and continuity of family-owned businesses in Sub-Saharan Africa, succession planning and the transfer of ownership and leadership are essential.

However, a review of previous succession research amongst African family businesses is limited. Farrington and Jappie (2016) were the first to attempt a review of African family business research, followed by a more recent review by Billings (2025). These reviews focused on the research, and only a few sections were dedicated to succession research. The review articles published by Asi et al. (2020) and Ge and Campopiano (2020) identified Africa as an understudied and underrepresented continent within the articles they reviewed. Further research is thus needed to assist in growing the field of research amongst African family businesses in general and succession in particular.

1.3 PURPOSE OF THE STUDY

The purpose of this research is to record and analyse past succession research that has been conducted amongst African family businesses. This analysis will be compared to succession research conducted amongst family businesses globally, with the aim of identifying gaps in succession research topics to pursue in future amongst African family businesses. Baltazar, Fernandes, Ramadani and Hughes (2023:2897) mention that a thorough literature review, which outlines the current knowledge, identifies new avenues for further investigation in the literature. A structured review approach and various comparative bibliometric methods align our analysis with the latest trends in science mapping specialised research areas (Pizzi, Caputo, Corvino, and Venturelli, 2020:124033).

1.4 RESEARCH OBJECTIVES

This section will present the different objectives composed for the present study.

1.4.1 PRIMARY OBJECTIVE

The primary research objective of this research is to map the field of succession research previously conducted amongst African family businesses.

1.4.2 SECONDARY OBJECTIVES

- SO¹: To identify and describe the authors, institutions, journals, date of publication, and African countries in which succession research amongst African family businesses has been done to date.
- SO²: To analyse the research approaches followed in past succession research amongst family businesses in Africa.
- SO³: To identify the succession topics and themes that have been researched amongst African family businesses to date.
- SO⁴: Compare succession research conducted globally with succession research conducted amongst African family businesses, in order to identify research gaps existing on succession research amongst African family businesses.

1.4.3 METHODOLOGICAL OBJECTIVES

- MO¹: To conduct a literature review on the nature and importance of family businesses globally and in Africa, as well as past succession research conducted amongst family businesses globally.
- MO²: To determine the suitable data collection and analysis methods to conduct the research problem and research objectives of this research.
- MO³: Based on identified research gaps existing in succession research amongst African family businesses, recommendations on topics for succession research amongst African family businesses to pursue in the future will be given.

1.4.4 RESEARCH QUESTIONS

- RQ¹: Who are the authors, institutions, journals, date of publication, and African countries in which succession research amongst African family businesses has been done to date?
- RQ²: Which research approaches were followed in past succession research amongst family businesses in Africa?
- RQ³: What are the succession topics and themes that have been researched amongst African family businesses to date?

RQ⁴ Where are the research gaps when comparing succession research conducted globally with succession research conducted amongst African family businesses?

1.5 SCOPE OF THE STUDY

The content of the present study is on mapping the field of succession research amongst African family businesses by gathering research articles from different journal articles published. The emphasis will only be on African family business research on succession to determine research gaps that could be pursued in the future when compared with past succession research globally.

1.6 STRUCTURE OF THE STUDY

The structure of the study will be as follows:

Chapter One commences by presenting the introduction and background of the study, followed by a detailed explanation of the research problem. Thereafter, the aim of the study, specific objectives, and research questions are outlined, which guide the investigation. The chapter also defines the scope of the study and concludes with a brief overview of the entire research study.

Chapter Two provides a review of existing literature related to succession research within family businesses. It begins by exploring the nature and significance of both family businesses and succession. The chapter concludes by examining prior studies that have investigated succession in the context of family business.

Chapter Three outlines the research design and methodology. It introduces the guiding research philosophy and paradigm, explains the chosen methodological approach, and sets out the research strategy and time frame. The chapter also describes how the data was collected and analysed and concludes by considering research rigour and ethics to ensure the study's credibility and integrity.

Chapter Four presents the empirical findings of the study. It begins with introducing the purpose of the analysis and then examines the geographic distribution of succession research across Africa. The chapter proceeds to analyse publication trends, authors, contributing institutions, and the journals in which the studies were published, before outlining the research

methodologies conducted. The following section highlights the evolution of succession research among African family businesses and concludes by comparing the findings with global succession research and a summary of the results.

Chapter Five is the concluding chapter of the study, highlighting how the research objectives have been addressed. Furthermore, the chapter will present recommendations based on the findings, and the limitations encountered during the study will be discussed.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The primary research objective of this research is to map the field of succession research previously conducted amongst African family businesses, by identifying and analysing gaps in succession research globally and among African family businesses. Chapter One established the foundation of the study by detailing the introduction and background of the research, the problem statement, the purpose, the research objectives, and the scope of the study. Chapter Two represents the literature overview of the study by highlighting the role of succession among family businesses in general, as well as past succession research conducted among family businesses globally.

Chapter Two commences with contextualising African family businesses by providing the nature and importance of family businesses both globally and in Africa. Thereafter, succession in family businesses is contextualised. Subsequently, the evolution of the field of family business research on succession will be discussed. The chapter will close with a review of studies on succession in family businesses.

2.2 CONTEXTUALISING AFRICAN FAMILY BUSINESSES

This section will address the nature and importance of family businesses in both the global and African context.

2.2.1 NATURE OF FAMILY BUSINESSES

Kota and Singh (2016:28) suggest that family businesses can be generally identified through the family's involvement in ownership, participation in management, and a presence on the board of directors. A family business's definition emphasises ownership and management structures, such as when a family holds a majority stake, fifty-one percent or more of the business (Birdthistle & Hales, 2023:13). Family businesses come in many forms. Some start

as small ventures, while others grow into mid-sized or global businesses (Moreno-Menéndez & Casillas, 2021:1).

According to Fariha, Hossain and Ghosh (2022:84), several features often distinguish family businesses from their non-family counterparts:

- A strong foundation of trust exists between shareholders and managers.
- The organisation maintains transparency in how it pursues and measures performance.
- There is a clear commitment to following a sound corporate governance framework.
- High value of standards of corporate governance is consistently upheld and valued.

According to Williams, Pieper, Kellermanns and Astrachan (2019:329), as well as Jeong, Kim, and Kim (2022:656), family engagement in family businesses encourages long-term orientation, social capital, and family-oriented goals that influence how human resources are managed. According to Moreno-Menéndez and Casillas (2021:2), non-family businesses and family businesses differ in establishing the influence of how businesses grow and emerge through the ownership and involvement of the family.

For the purpose of this study, family businesses are defined as businesses that have been founded by a family member and have been passed on, or intended to be passed on, to other members or generations of the same family (Hayidakis, 2021:22). The following section will highlight the importance of family businesses from a global perspective.

2.2.2 IMPORTANCE OF FAMILY BUSINESSES

According to Aparicio, Ramos, Carlos, and Iturralde (2021:33), as well as Lepore, Di Vaio, Sorrentino and Palladino (2019:190), family businesses are widely recognised as the most current type of businesses across diverse economies globally. Similarly, Ratten (2023:545) mentions that in certain countries, family businesses are given priority and are encouraged because they are well-known families. Rajan, Ganesh, and Mehra (2020:13) elaborate that family businesses provide fifty to eighty percent of all jobs and seventy to ninety percent of the global yearly gross domestic product (GDP). Family businesses represent a significant role in the economy of many countries, underlining the need for and relevance of a successful generational transition (Urban & Nonkwelo, 2020:3). Some research (Miroshnychenko et al., 2021:251) argues that because family businesses have higher levels of family involvement,

they are particularly receptive to extraordinary organisational learning, that can potentially lead to the above-average financial performance when compared to their non-family counterparts.

As the context of this study is African family businesses, the next sections will elaborate on the nature and importance of African family businesses.

2.2.3 NATURE OF AFRICAN FAMILY BUSINESSES

African family businesses are different according to cultural, ethnic, and religious backgrounds (Maseda, Iturralde, Cooper, and Aparicio, 2022:20). African family businesses have factors that affect gender issues, the informality and measurement of the startup, survival, and closure of the business (Igwe, Onjewu & Nwibo, 2018:189). In addition, family businesses in African countries are experiencing growing deterioration of social services, such as poverty, inequality, and unemployment (Iwu, Malawu, Ndlovu, Makwara & Sibanda, 2024:3)

The extended family plays a significant cultural role, especially with roles concerning daughters and wives in many African societies, and particularly in South Africa (Urban & Nonkwelo, 2020:5). According to Kaunda and Nkhoma (2013:157), as well as Makiwane, Gumede, Makoae and Vawda (2017:49), when the surviving children in family businesses are female, disputes often arise within the extended family, as male relatives such as brothers, uncles and cousins argue that according to “African cultural traditions”, women are not entitled to inherit.

The diverse family dynamics discovered in the various African domains pose certain challenges for the development and future survival of African family businesses (Odame & Hinson, 2023:879). According to Odame and Hinson (2023:879), the difficulties include informal governance practices, high risk of nepotism, unclear boundaries, and unplanned succession. In the following section, succession. The next section will elaborate on succession and place within the context of a family business.

The next paragraph will explore the importance of family businesses within the African context.

2.2.4 IMPORTANCE OF AFRICAN FAMILY BUSINESSES

Family businesses in Africa maintain their businesses by relying on values such as trust, loyalty, and immense drive to develop and grow (Odame & Hinson, 2023:879). According to Mlotshwa (2022:14), family entrepreneurship is the foundation for economic growth and development in African countries, as it emphasises the creation of jobs. The economies of Sub-Saharan Africa are growing fast, with an average growth rate of 4.2% (Igwe et al., 2018). Family businesses have played a valuable role in strengthening South Africa's economy for over 300 years (Urban & Nonkwelo, 2020:3). Research emerging from South Africa and Zimbabwe identifies that family-owned businesses tend to operate more successfully than non-family businesses in terms of profitability, longevity, and commitment to social responsibility (Dzansi, Chipunza & Mashavira, 2019:1; Petersen & Charman, 2018:564).

Furthermore, Boateng (2021) and Mlotshwa (2022) elaborate that recent research has examined several various areas of African family businesses, including particular difficulties, successes, and economic significance. According to Boateng (2021:216), in Ghana, many women are establishing family businesses; however, they continue to face barriers such as cultural norms that prevent their full economic empowerment. To reduce operational risks, Mlotshwa (2022:14) elaborates that family businesses in Africa are encouraged to implement government frameworks to establish opportunities for proactive succession planning.

In the following section, family business succession will be contextualised and discussed.

2.3 CONTEXTUALISING SUCCESSION IN FAMILY BUSINESSES

2.3.1 THE NATURE OF SUCCESSION

According to Thrassou, Vrontis, and Bresciani (2018:93), succession is the continuation of the family business by successful transfer from one family member to another. Family businesses focus their succession planning on creating a strategy that human resources can use to guarantee transfer of family members as managers and key employees (Bano, Omar, and Ismail, 2022:40). According to Okwakpam (2019), succession planning ensures there is a procedure that encourages businesses to develop their abilities by employing key positions within the business. Gagné, Marwick, Brun de Pontet, and Wrosch (2021:154) define a

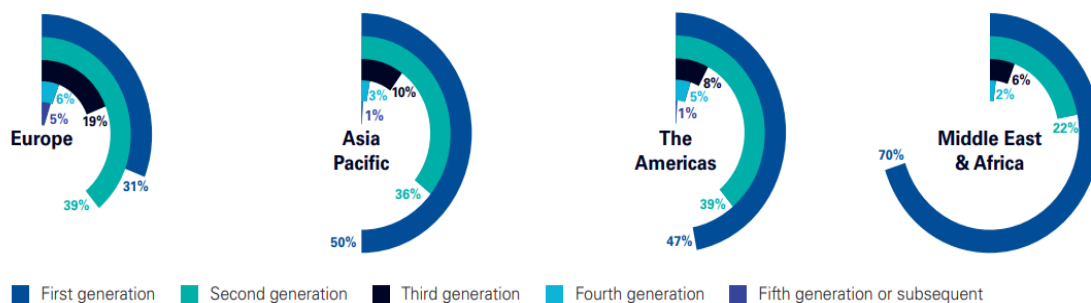
successful succession as the handover of the family business from one relative to another, which is essential for the continuation of the family business.

As stated by Yuan (2019:974), succession within a family business progresses through a parent, a child, a nephew, a grandparent, and grandchildren. Ensuring continuity across generations involves detailed preparation and management; therefore, the succession planning process can be prolonged (Mlotshwa, 2022:20).

2.3.2 IMPORTANCE OF SUCCESSION PLANNING

Numerous parts of the world globally contribute to the percentage of generations in family business, and the displayed areas are Europe, Asia Pacific, the Americas, the Middle East, and Africa (KPMG & STEP Project Global Consortium, 2021:11). The percentages form part of the overall amount for the first, second, third, and fifth generations within a family business. The overall global evaluation of generations in family businesses is confirmed in Figure 2.1 below.

Figure 2.1: The percentage of generations in family businesses globally



Source: STEP Project Global Consortium and KPMG Private Enterprise Global family business report: COVID-19 edition (2021)

Figure 2.1 confirms that many family businesses have motivated and capable next-generation successors, who are supported by careful governance arrangements and a clear and concise succession path.

2.3.3 CHALLENGES ASSOCIATED WITH SUCCESSION PLANNING

According to Aladejebi (2021:26), eighty-eight percent of family businesses fail to reach the third generation. According to Ihionu, Maureen and Aneke (2024:281), the lack of succession planning, especially from the founder generation, is one of the biggest reasons for the high failure rate of family businesses. Therefore, family business succession planning is essential (Ihionu et al., 2024:281; Pahnke, Schlepphorst & Schlömer-Laufen, 2024:7). Family businesses that transition in succession processes can be crucial or potentially create risks for the business (Porfirio, Felício & Carrilho, 2020:250).

Additionally, Olubiyi, Lawal and Adeoye (2022: 34) elaborate that effective succession planning involves a continuous process that determines which leadership and management capabilities are necessary for the business to achieve success and fulfil its vision. Succession planning aims to reduce potential risks in operations and ensure continuity when an essential leader leaves the business (Olubiyi et al., 2022:32). The following section will discuss the evolution of family business research on succession in family businesses

2.4 EVOLUTION OF THE FAMILY BUSINESS RESEARCH ON SUCCESSION IN FAMILY BUSINESSES

Research on succession has been recognised as an essential theme within the field of family business. The earliest review article on succession in family business was published by Handler in 1994. Gradually, the foundational contribution from Handler (1994) has led to the emergence of systematically analysing key themes, challenges, and frameworks within the field of succession research on family businesses.

According to Georges (2021:100359), over the last two decades, family business research has gained increasing recognition, evolving into a respected and firmly established area within the broader field of management research. As mentioned by Asi et al. (2020:129-130), the field of succession has expanded within the broadened dynamics of family, business, and ownership systems that shape succession outcomes. For instance, Ge and Campopiano (2020) demonstrate how succession research has grown in different perspectives, such as the role of governance and ownership that enables succession within family businesses. Furthermore, Magrelli et al. (2022) provide a more comprehensive review, elaborating succession research as diversified

themes by analysing the growth of gender dynamics, cultural contexts and succession in different economies. It is noticeable that succession in family business has emerged.

Based on the evolution of succession research globally as discussed above, researchers can write review articles about succession research in family businesses. The next section will summarise the review articles that have been conducted on succession research amongst family businesses globally.

2.5 REVIEW ARTICLES CONDUCTED ON SUCCESSION IN FAMILY BUSINESSES AMONG FAMILY BUSINESSES

Table 2.1 has been assembled to show the review articles that have been compiled, summarising earlier studies on family business success. Ten articles have been collected from Google Scholar and are summarised in Table 2.1 below.

Table 2.1: Review articles on succession in family businesses

Authors	No. of articles	Date period	Purpose/objective	Main finding/s	Suggestion/s for future research
Alayo, Iturralde, Maseda, Aparicio (Published, July 2020)	115	2002 - 2018	An overview of the family firm's expansion internationally, highlighting key research trends and identifying potential directions for future study.	The main results of the co-word analysis reveal six thematic clusters: <ol style="list-style-type: none"> 1. Corporate governance 2. Entry mode 3. Board of directors 4. Foreign market knowledge 5. Entrepreneurship 6. Competitive advantage 	<ul style="list-style-type: none"> • Explore the role of family dynamics in internationalisation. • How does family involvement in decision-making positions influence strategic decisions related to internationalisation? <p>The use of theories and methodologies should be enhanced in further research.</p>
Maseda, Iturralde, Cooper, and Aparicio (Published, April 2022)	225	2020 - 2021	Women's participation in the operations of family firms.	The findings of the bibliographic coupling analysis explore the women in family firms, providing cluster algorithms that review five areas, such as: <ol style="list-style-type: none"> 1. Female entrepreneurs and family firms 2. Woman in family-firm governance 3. Family-business dynamics 4. Women in business succession 5. Temporal and spatial dimensions of women's involvement 	<ul style="list-style-type: none"> • Women's entry into family business. • Discuss the influence women have in family business.
Nave, Ferreira, Fernandes, Paco, Alves, and Raposo (Published, April 2022)	84	2021-2022	A review of various approaches to succession in family business.	The researchers identified clusters that formed a theoretical framework that reflects the current state of research in the field. The four clusters elaborated are: <ol style="list-style-type: none"> 1. Socio-emotional wealth and corporate governance 2. Leadership and inter-generational conflicts 3. Managing the succession process 4. Succession planning drivers 	<ul style="list-style-type: none"> • The study suggests that qualitative methodologies are more commonly used. • Articles that have recently introduced new subtopics and lack theoretical and empirical robustness. Researchers have recently introduced articles with subtopics that lack theoretical and empirical robustness. Therefore, future studies can increase their confidence by clarifying their research questions and elaborating on multiple research methods.

Baltazar, Fernandes, Ramadani, and Hughes (Published, January 2023)	32	2022 - 2023	This research organises and classifies current knowledge on innovation and succession within family businesses.	<p>The literature review makes use of existing knowledge and establishes new areas for future research. The theoretical areas discussed are:</p> <ol style="list-style-type: none"> 1. The impact of succession on innovation 2. Succession and the sharing of knowledge 3. Obstacles to innovation 4. Process of investment innovation 	<ul style="list-style-type: none"> • Consider how succession in family businesses shapes their levels of innovation. <p>Examine the growing importance of the outputs reflecting on innovation and succession</p>
Boukhabza and Ouhadi (Published, July 2023)	62	1990 - 2022	Overview of the existing research on the role of women within succession in family business.	<p>The research highlights theoretical, methodological, and geographic approaches within a content analysis that has four major clusters:</p> <ol style="list-style-type: none"> 1. Factors influencing women's succession 2. Female succession process 3. Women's role in the business transfer 4. Females' identity and legitimacy construction <p>Women were significant contributors to succession in FBs and aided in the transfer of family and business values.</p>	<ul style="list-style-type: none"> • Gaining knowledge about this topic will raise awareness about the contribution of women in family business. <p>Explore how women's inclusiveness can contribute to and enhance economic growth.</p>
Abdullah and Mohd (Published, July 2023)	259	2023	Aims to examine findings from empirical studies on succession planning by highlighting key factors that influence the implementation and potential challenges.	<ul style="list-style-type: none"> • The findings of the research were conducted across several areas, such as Asian, Western, Middle Eastern, and Arab countries. • The current research shows across ranges of studies across several contexts, including healthcare, educational institutions, small and medium enterprises (SMEs), family business and private non-profit sectors. <p>The results show that there is availability for implementation in succession planning within the aspects of the talent pool, human resource activities, management buy-in, and organisational dedication.</p>	<ul style="list-style-type: none"> • Identify the most effective factors related to succession planning. <p>Studies need to focus more on testing theories and models that are currently being practised.</p>

Siaba and Rivera (Published, January 2024)	4064	2012-2022	This study outlines the development, current state and emerging trends in family business.	<ul style="list-style-type: none"> • New opportunities for additional analyses are determined. • Relationships and connections between co-authorships within the field are mapped. 	<ul style="list-style-type: none"> • What are the measures to assess the richness within socioemotional wealth in family business? • How can the research use a micro perspective for focused areas with the topic? • It elaborates that there is a gap within succession research; therefore, determinants for continuation within succession planning can be developed.
Gábor Rónaföldi-Széll (Published, February 2024)	57	2024	This paper presents a structured review of existing literature, focusing on the gender-related challenges within the succession processes of family businesses.	<p>The research findings influence gender relations and gender dynamics within these specific areas of family business:</p> <ol style="list-style-type: none"> 1. The topics of gendered influences on daughters' succession in family firms 2. Gender and succession processes in family firms 3. Gender and intra-family relationships in family firm succession are identified as the central areas 	<ul style="list-style-type: none"> • Consider the impact of demographics on succession in family business • Examine the impact of female succession on firm performance in family businesses. • Qualitative research approaches can be investigated.
Radu-Lefebvre, Davis, and Gartner (2024)	140	2024	The legacy in the family business	<p>Five questions are answered in the systematic literature review:</p> <ol style="list-style-type: none"> 1. What is legacy? 2. Who sends and receives legacy? 3. In which contexts can gaps be identified in the literature that can guide research on the legacy of family business? 	<ul style="list-style-type: none"> • Examine the impact of legacy type on family business. • Investigate the role of legacy in family business succession. • Investigate how a legacy can create success for the future in the family business.

Source: Researcher's own construction

According to Table 2.1, the first review article on succession was conducted by Alayo et al. (2020). In their review, they included 115 articles, evaluated family business internationalisation, trends, and possibilities for future research. Maseda, Iturralde, Cooper and Aparicio then conducted a review in 2022, for the period of 2020 to 2021, with 225 articles to determine women's involvement in family business, with an overview of gaps within areas such as gender roles and family dynamics. Furthermore, Nave, Ferreira, Fernandes, Paco, Alves, and Raposo (2022) engaged in a review article between 2021 and 2022, with a total of 84 articles, which focuses on various succession strategies in family businesses.

In 2023, Baltazar, Fernandes, Ramadani, and Hughes reviewed 32 articles from 2022 to 2023 and systematised and established current knowledge and trends in innovation and succession in family businesses. Abdullah reviewed factors affecting succession planning, with an overall number of 259 articles included in the review. The review article conducted by Siaba and Rivera (2024), from the period 2012 to 2022, with 4064 articles, aimed to identify how the evolution, status, and trends in family business have evolved. The latest review article was conducted by Radu-Lefebvre, Davis, and Gartner (2024) based on 140 articles to identify the family businesses' legacies. This article helps map the field of succession among family businesses.

While the above studies share common aims and present similar findings, they differ in their conclusions and were established in different periods; therefore, they vary in contexts and offer evolving perspectives within the field of family businesses. Alayo et al. (2020) have found that family businesses are expanding internationally, creating a gap within the field, highlighting research trends and promising avenues. Additionally, Maseda et al. (2022) and Nave et al. (2022) conducted reviews in the same year and have similarities in their main findings. Overall, both articles highlight the following areas that can be investigated in future research:

- The evolving area of family business dynamics, through the emerging role of females in family business, and generational and cultural variables.
- Family involvement in succession planning in family businesses, which prepares for the generational transfer of power.
- The integration of socio-emotional wealth and effective corporate governance practices within the succession of family-owned businesses.

- Challenges that are linked to leadership transitions and inter-generational conflict.
- Investigating the key drivers behind succession planning, such as continuity, readiness and influence.

The latest review articles conducted by Siaba and Rivera (2024), Gábor (2024) and Radu-Lefebvre, Davis and Gartner (2024) all explore and identify opportunities for future research in succession within family business. The authors highlighted that future researchers could focus on the following:

- Develop and evaluate the depth of socio-emotional wealth in family businesses.
- Examine specific aspects of family business succession.
- Address the gaps that support succession continuity within family businesses.
- Assess how demographics influence succession outcomes in family businesses.
- Explore how family business performance is affected by female leadership
- Examine the influence of legacy that will sustain and enhance the future succession of family businesses.

The following section provides a concise overview of the literature review, outlining the structure and approach used.

2.6 SUMMARY AND CONCLUSION

The second chapter began by outlining the various definitions of family businesses, the importance in Africa and internationally, and how they are comparable to non-family businesses, and linking succession and family business. According to the data and articles gathered from the information provided on the section on the evolution of the research, it provides clarity on succession in family business. The table provided in this chapter summarises ten journal articles gathered to focus on the different themes and topics of succession research in family businesses and non-family businesses, rather than succession. The research design and methodology used to conduct the research for this study are elaborated in Chapter Three.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

The preceding chapter accomplished the first methodological objective by providing a discussion on the nature and importance of family businesses globally and African family businesses. Succession inside family businesses was discussed, followed by a summary of past succession research globally, as well as reviews of articles conducted on succession research. Chapter Three aims to fulfil the second methodological objective of this study, which is to identify suitable methods for data collection and analysis to address the research problem and objectives.

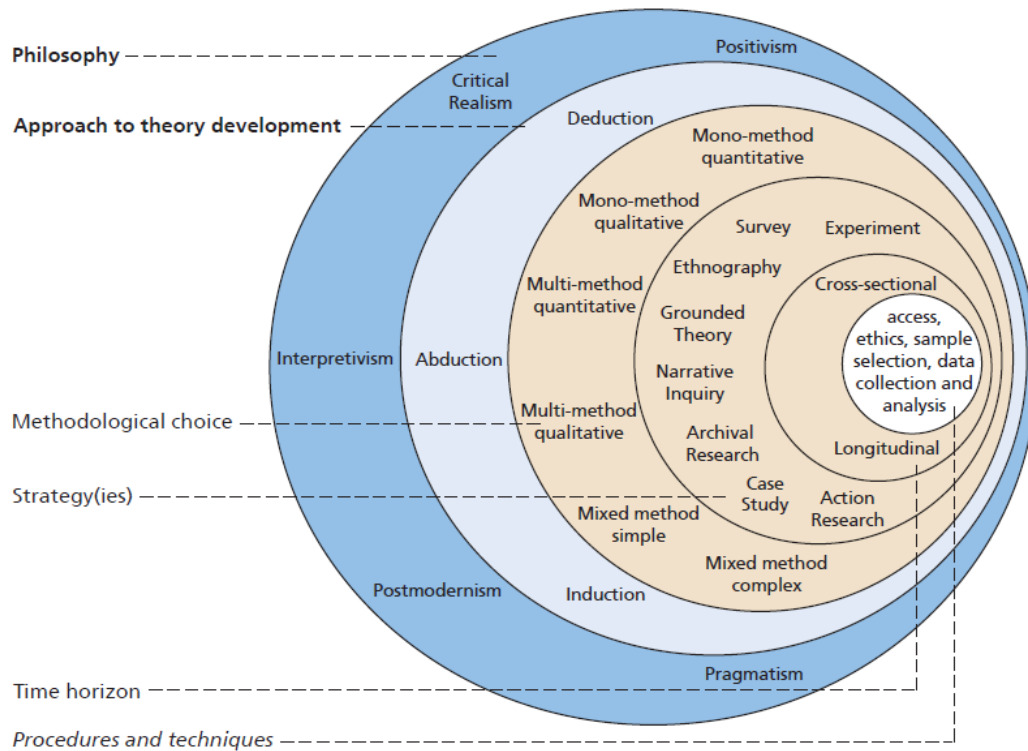
Chapter Three presents the research design and methodology, which will cover key aspects such as data collection techniques, data analysis procedures, and considerations related to research rigor and ethical standards.

3.2 RESEARCH DESIGN AND METHODOLOGY

According to Kumar and Praveenakumar (2025), research methodology includes a systematic approach to address the different processes that researchers use to investigate their research topics. The framework of Saunders, Lewis and Thornhill (2023) was used to describe the research design adopted and the methodological choices made for the current study. These choices, each of which will be discussed in the following sections, relate to the philosophy, approach to theory development, methodological choice, research strategy, time horizon, as well as techniques and procedures used (Saunders et al., 2023:129).

The research onion, originally proposed by Saunders et al. (2023), offers a structured and systematic approach to research design. By using this model, the research process provides clarity and consistency by ensuring that methodological choices are not only coherent but also well-aligned with the research's overall aims and objectives.

Figure 3.1: The research onion



Source: Saunders, Lewis & Thornhill (2023:131)

3.2.1 RESEARCH PARADIGM AND PHILOSOPHY

Research paradigms use their theories and guiding principles to direct scientific discoveries (Park, Konge & Artino, 2019:690). According to Junjie and Yingxin (2022:10), in terms of ontology and epistemology, positivism and interpretivism differ greatly, which is why they are highly arguable within the field of social sciences. Methodologically, Adil, Khan and Ahmad (2024) describe positivism as a quantitative paradigm, which includes structured data collection techniques and statistical tools to analyse and interpret findings.

The current research intends to gather factual, reliable data; therefore, positivism is the method suitable for the study. While using the deductive method, information will be gathered and examined to attain a clear conclusion. To determine the gaps in the field, a descriptive approach will be useful to interpret the findings by contrasting and linking research on family business succession in Africa and globally.

3.2.2 APPROACH TO THEORY DEVELOPMENT (METHODOLOGICAL CHOICE)

Inductive reasoning is the process of identifying indicators and gathering information in order to establish broad theories or hypotheses (Barrett & Younas, 2024:6). Barrett and Younas (2024) also elaborate that through the abduction approach, one can identify meaning in available information and generate new ideas from it. When implementing a deductive approach, the data collection and analysis will be determined by existing theory (Saunders et al., 2023:655)

This research will use the deductive approach, gathering and analysing data by comparing and connecting existing research on succession in family businesses in Africa and a global context, in order to reach a focused conclusion.

3.2.3 METHODOLOGICAL APPROACH (CHOICE)

This study adopts a mono-method quantitative research design. A mono-method approach means applying a single technique for gathering data and conducting the necessary analysis (Saunders et al., 2023:131). Quantitative research uses composed data processes and sizeable representative samples and recognises structured methods for gathering data to examine and support a theory or hypothesis if two or more variables are comparable (Strüwig & Stead, 2023:3).

The purpose of the current study was both exploratory and descriptive. The study was exploratory in nature as a result of there being very few to no previous review studies conducted on succession research in family businesses in an African context.

The selected method will assist in determining and identifying the dates, authors, and associations that engaged in research on succession among African family businesses, as well as analysing and validating the data gathered from published studies on the development of the focused theme.

3.2.4 RESEARCH STRATEGY

The primary research strategies to gather information for this research are archival and desk research. An archival research strategy was used in this study because data were extracted and analysed from existing documents (Morgan, 2022:64; Saunders et al., 2023:205) that related to accredited journal publications on succession research amongst African family businesses. Archival research includes the administrative records and documents, which include evaluations of the literature and other uses of evidence as the primary information source (Vizcarguenaga-Aguirre & López-Robles, 2020:17).

3.2.5 TIME HORIZON

It is important to consider the time horizon when conducting research, as it outlines the period during which data is collected. The two types of time horizons are longitudinal and cross-sectional studies. Longitudinal research has the ability to track change and development over time while offering some degree of control over the variables involved in a study (Saunders et al., 2023:213). Cross-sectional research provides an efficient and affordable method for examining populations within a specific timeframe (Voleti, 2024:185). A cross-sectional study is designed to explore and describe patterns as they exist at a specific point in time, rather than observing how they evolve.

The focus of this study was on mapping the status of succession research in the field of African family businesses. Therefore, the current study adopted a cross-sectional time horizon.

3.2.6 DATA COLLECTION TECHNIQUES AND PROCEDURES

Using an archival research strategy, a literature review was undertaken, and secondary data were collected for the current study, utilising desk research. Past research on succession amongst African family businesses was collected through databases of the NMU library, such as Scopus and Web of Science, Mendeley and Google Scholar. The search was conducted using keywords, such as succession planning, succession and family business to map the field of succession research amongst African family businesses.

3.2.7 DATA ANALYSIS TECHNIQUES

This study will employ a combination of descriptive content analysis and bibliometric analysis. A content analysis is a technique that uses methods to collect processes in a particular topic to provide strategy recommendations for future investigations (Aktoprak & Hursen, 2022:3). A bibliometric analysis is used to assess the outcomes and literature that provides intellectual structure such as subjects, themes, and application areas and academic journals to obtain an output (Kumar et al., 2023:873).

The descriptive analysis, using bibliometric performance indicators, was undertaken to map succession research conducted amongst African family business journal publications in terms of the authors, institutions, journals, date of publication, and African countries in which succession research amongst African family businesses has been done to date (SO¹); the research approaches followed in past succession research amongst family businesses in Africa SO², and the succession topics and themes (SO³).

3.3 RESEARCH RIGOUR AND ETHICS

Ethical conduct and academic rigour are critical components of responsible research. Saunders et al. (2023:253) explain that within the context of research, the term research ethics refers to the principles guiding researchers' behaviour, particularly in terms of respecting the rights of participants and others who may be indirectly affected by the study. Therefore, the ethical responsibilities lie in ensuring that all secondary sources are represented fairly, accurately, and respectfully.

Aligned with the ethical principles relevant to the research, and to anticipate a focus on published articles related to the purpose of this study, is to map the existing literature on family business succession in Africa. The authors of the reviewed articles may be indirectly affected by the findings of this study. Based on the discussion above, this present study aims to ensure that all reviewed literature on family business succession in Africa is represented fairly and accurately. Therefore, adequate recognition is given through clear citation of authors for their contributions and avoidance of any unintended harm to their academic reputation.

Additionally, under Nelson Mandela University regulations, ethical approval was required from the researcher and obtained from the institution's ethics committee before the commencement of this study. This process is essential to ensure that Nelson Mandela University's ethical standards uphold the principles of trustworthiness, validity and reliability. The ethical clearance granted by Nelson Mandela University's ethics committee has been presented in this study as Annexure Two, allowing readers to review the officially approved documentation.

CHAPTER FOUR

EMPIRICAL RESULTS

4.1 INTRODUCTION

The preceding chapter detailed the research design and methodology used in this study, including the approaches to data collection and analysis. This chapter presents and interprets findings from 23 selected studies focused on succession within African family businesses. By so doing, the chapter aims to achieve the secondary objectives formulated for the study (SO¹-SO⁴), as well as answering the main research questions, namely:

- RQ¹: Who are the authors, institutions, journals, date of publication, and African countries in which succession research amongst African family businesses has been done to date?
- RQ²: Which research approaches were followed in past succession research amongst family businesses in Africa?
- RQ³: What are the succession topics and themes that have been researched amongst African family businesses to date?
- RQ⁴: Where are the research gaps when comparing succession research conducted globally with succession research conducted amongst African family businesses?

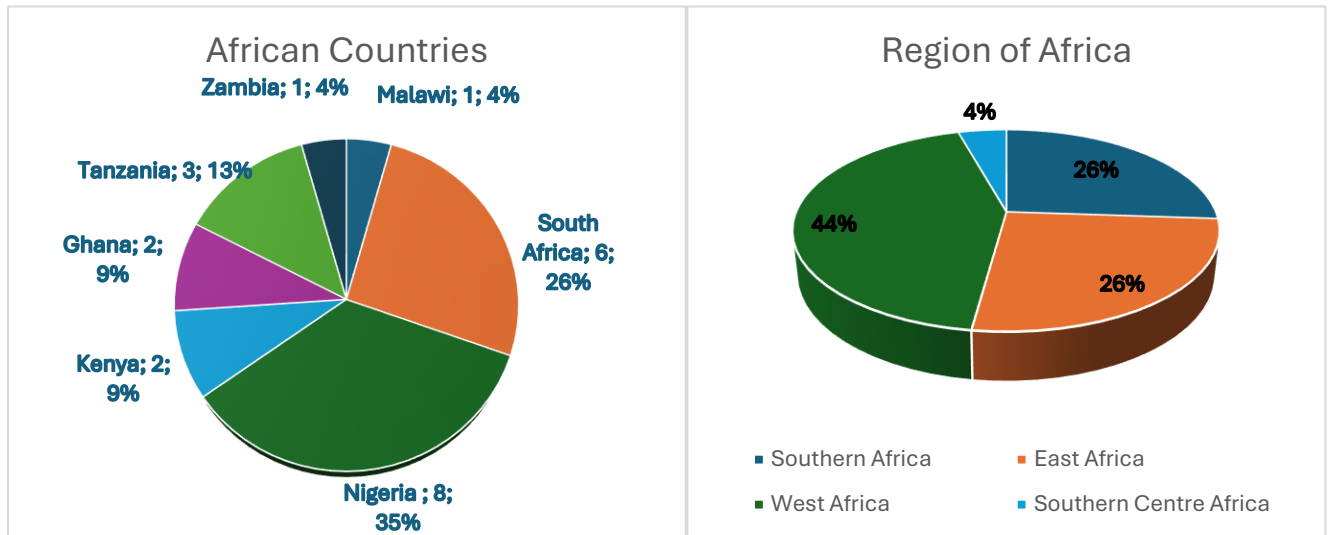
This chapter commences by examining the geographic distribution of these studies, highlighting African countries where the research was undertaken and the number of studies carried out in each, followed by an overview of key authors and institutions involved in the study. Additionally, it further outlines the publication dates and academic journals in which the studies appeared, and the various methodological approaches used across the studies are also reviewed in detail.

4.2 GEOGRAPHIC DISTRIBUTION OF SUCCESSION RESEARCH IN AFRICA

For this study, research was collected from 23 articles based on succession research among African family businesses. The next section elaborates on the countries where the data on

succession in African family businesses were collected, as well as the region in Africa and the number of articles contributed, which is displayed in Figure 4.1 below.

Figure 4.1: Countries that conducted succession research among African family businesses



Source: Researchers' construction

The African continent comprises fifty-four countries in total, yet only seven have explored succession research within African family businesses (See Figure 4.1). These countries are Nigeria, South Africa, Tanzania, Kenya, Ghana, Zambia, and Malawi. Nigeria has the most studies conducted (eight) and the highest percentage published (35%), followed by South Africa with six studies. Tanzania has three articles, while Kenya and Ghana each have two studies (9%). Lastly, Malawi and Zambia have one study each (4%) on succession research among African family businesses.

According to Figure 4.1, four regions in Africa have been identified. The areas in Africa that have conducted succession research on African family businesses are West Africa, Southern Africa, East Africa and Southern Centre Africa. The findings show that most succession research has been carried out in West Africa (44%), Southern Africa and East Africa, both with 26%, and Southern Central Africa with 4%.

4.3 PUBLICATION TRENDS AND ACADEMIC CONTRIBUTIONS

Section 4.3 begins by presenting and discussing an overview of the publication years, contributing authors and institutions involved in succession research among African family businesses, and will conclude by highlighting the journals that published the collected studies.

4.3.1 OVERVIEW OF PUBLICATION YEARS

Figure 4.2 provides a visual representation of the number of studies on succession research amongst African family businesses published between 2005 and 2024.

Figure 4.2: Publication years



Source: Researchers' construction

Figure 4.2 illustrates that the earliest study in the period under review is from 2005, and the latest from 2024. In 2005, South Africa, like other African countries, conducted the first research article on succession within African family businesses. The data revealed a publication “silence” between 2005, 2013 and 2019. As shown in Figure 4.2, the number of studies indicates a relatively steady publication trend, with notable increases between 2021 and 2024. Interest in succession within African family businesses began to grow in 2022, with four studies published that year. This was followed by an increase to seven studies in 2023, then a decrease to five in 2024.





In summary, the years 2005, 2013, 2019, 2020, and 2021 have consistently published one to two articles on succession research among African family businesses. Since the consistent progression, there is an increase to four articles in 2022, and a significant rise in publications since then. The year 2023 is notable for the publication of seven research articles. The authors, institutions and topics will be displayed and elaborated in the next section.

4.3.2 AUTHORS, INSTITUTIONS AND TOPICS

Table 4.1 above presents the African authors, institutions and topics that have conducted and contributed to succession research among African family businesses. These authors and institutions are organised by country, as well as by their collaboration on the same research studies.

Table 4.1: Authors, institutions and topics conducted on succession research among African family businesses

AUTHORS	YEAR	INSTITUTIONS	TOPIC
NIGERIA 			
Awosanya, M.O.	2019	Walden University	Challenge of leadership succession in family-owned business in Lagos, Nigeria
Asikhia, O.U., Oduyoye, O. & Bienose, V.C.	2021	Babcock University	Management succession planning and family business continuity in Lagos State, Nigeria
Abiri-Franklin, S. and Olugasa, O.	2022	Babcock University	Succession planning and women's inclusion in family business
Awogbemi, J.A., Abubakar, H.L, and Oluwade, O.D.	2022	Nile University of Nigeria	Effect of succession planning strategies on the sustainability of family businesses in Nigeria
Aremu, A.B., and Lawal, L.O.	2023	The Polytechnic	Succession planning and the survival of family-owned businesses: empirical investigation from Southwest, Nigeria
Nwuke, O., and Adeola, O.	2023	Lagos Business School and Pan Atlantic University	Leadership transition and survival strategies for family-owned SMEs in an emerging economy
Akwaeze, E.A., Evaristus, A.U., and David, E.T.	2023	Enugu State University of Science and Technology	Cultural influences and succession management among family-owned businesses in Southeast Nigeria
Ifeoma, I.O.M., Eguwata, O.K. and Ezekwe, U.O.	2024	University of Nigeria and Federal School of Statistics, Enugu	Succession planning strategies and sustainability of family-owned businesses in Southeast Nigeria
SOUTH AFRICA 			
Venter, E., Boshoff, C., and Maas, G.	2005	Nelson Mandela University Rhodes University University of Limerick	The influence of successor-related factors on the succession process in small and medium-sized family businesses
Urban, B., and Nonkwelo, R.P.	2020	University of the Witwatersrand	Intra-family dynamics and succession planning in family businesses in South Africa: the daughter as a potential successor
Mahomed, Y. and Mtembu, V.	2021	University of KwaZulu-Natal University of Limpopo	Business succession in Indian family businesses in South Africa
Ntari, L., and Deliwe, A.P.	2023	Nelson Mandela University	Parental influence on next-generation family members in South African black-owned family businesses
Vardaman, J.M. and Montague-Mfuni, M.	2023	University of Memphis	Forced transgenerational succession: insights from a South African family business

Khosa, R.M.	2024	University of South Africa	Succession planning: perceptions of South African family-owned small enterprises
TANZANIA 			
Kiwia, R.H., Bengesi, K.M.K., and Ndyetabula, D.W.	2019	Sokoine University of Agriculture	Succession planning and performance of family-owned small and medium enterprises in Arusha City, Tanzania
Massalu, H.D., Onyancha, H., and Amembah, A.	2022	Mwenge Catholic University	Factors influencing successor selection during succession planning on the growth of family businesses within Moshi Municipality, Tanzania
Malima, R.	2024	The Open University of Tanzania	Enhancing gender equity in succession planning for sustainable growth of SMEs in Tanzania
GHANA 			
Odame, D.N.A., and Hinson, R.E.	2023	Ghana Communication Technology University and Durban University of Technology	African family dynamics and family business – a perspective article
Owusu-Acheampong, E., Afriyie, E.O., and Azu, T.D.	2023	Cape Coast Technical University Accra Technical University	Factors affecting succession planning in Sub-Saharan African family-owned businesses: a scoping view
Zambia 			
Museta, N. and Mwanza, B.G.	2023	University of Zambia	Assessing the factors that influence family business continuity from the succession planning point of view among the Zambian small and medium enterprises
MALAWI 			
Kaunda, S., and Nkhoma, A.	2013	University of Malawi	Intergenerational survival of family businesses: factors affecting the succession success of family-owned businesses in Malawi

Source: Researcher's construction

As displayed in Table 4.1, it shows that in most institutions, more than two authors participated in the same research. The first succession research article on African family businesses was conducted by two South African authors (Venter & Boshoff) and their co-author (Maas) from an international institution, the University of Limerick. Southeastern Kenya University has three authors (Kimanzi, Kabui & Mutiira) that has conducted the most recent article. The articles conducted with the most authors are from Nigeria, amounting to nineteen, followed by South Africa with twelve authors from ten different universities.

To conclude, succession research among African family businesses has been conducted within seven African countries, with 26 institutions contributing to the study, and forty-seven authors involved in the studies. The following section will elaborate on the journals in which the collected studies were published.

4.3.3 JOURNALS

This section presents an overview of the journals where the collected studies were published. Figure 4.3 displays the journals, the number of studies, and groups them according to their publishers.

Table 4.2: List of journals in which articles were published

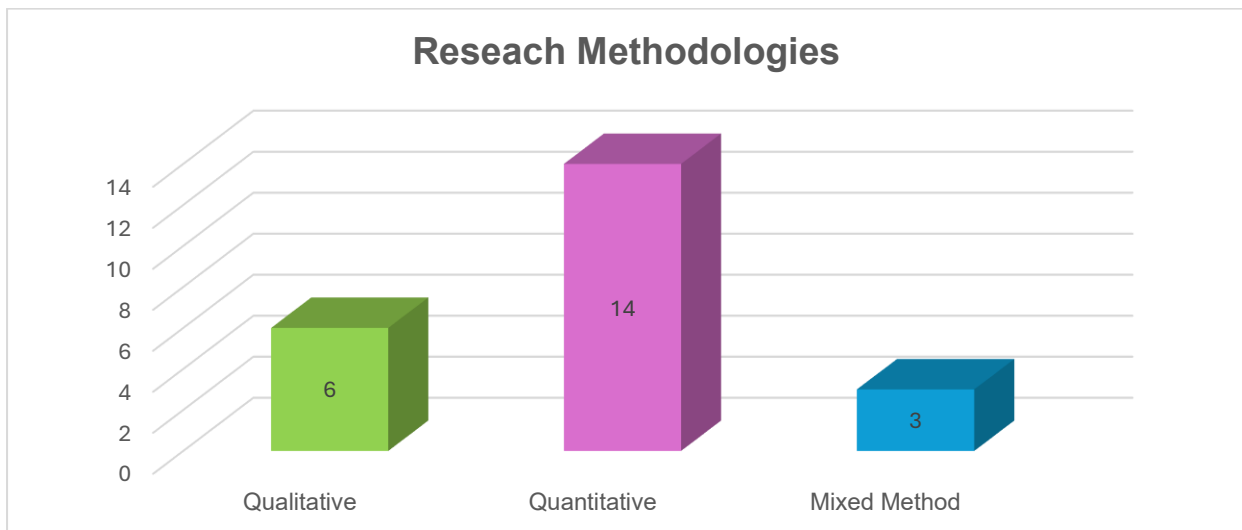
PUBLISHER	NAME OF JOURNAL
Emerald Insight	<ul style="list-style-type: none"> Journal of Family Business Management (5)
Sage	<ul style="list-style-type: none"> Family Business Review (1)
Research Gate	<ul style="list-style-type: none"> International Journal of Trend in Scientific Research and Development (1) Journal of Economics and Behavioural Studies (1) International Journal of Engineering and Management Research (1)
EdinBurg	<ul style="list-style-type: none"> Journal of Strategic Management (1)
Routledge Taylor and Francis Group	<ul style="list-style-type: none"> Journal of Small Business Management (1) Journal of African Business (1)
Miscellaneous	<ul style="list-style-type: none"> European Journal of Business Management (1) Walden Dissertations and Doctoral Studies (1) Rajasthali Journal (1) Research Square (1) IOSR Journal of Business and Management (1) Business Perspectives Review (1)

	<ul style="list-style-type: none"> • International Journal of Contemporary Applied Research (1) • International Journal of Multidisciplinary Research and Growth Evaluation (1) • International Journal of Business Management (1)
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From Table 4.2 the 23 articles on succession in African family businesses were published in 17 different journals. The Journal of Family Business Management published the most articles (5) on Emerald Insight. The remaining journals each published one article. Three studies were collected from Research Gate from various journals (International Journal of Trend in Scientific Research and Development, Journal of Economics and Behavioural Studies, and International Journal of Engineering and Management Research). The publishers Routledge Taylor and Francis Group have two different journals (Journal of Small Business Management and Journal of African Business). Further studies were published and sourced from various other journals. The next section will discuss the research methodology of the studies.

4.4 RESEARCH METHODOLOGY OF THE STUDIES

Figure 4.3 outlines the methodological approaches used in the reviewed literature on succession research in African family businesses.



Source: Researchers' construction

Figure 4.3 illustrates that the majority of the reviewed studies, fourteen out of twenty-three, adopted a quantitative research methodology. This approach focuses on analysing numerical data, allowing researchers to identify patterns and trends using statistics and graphs. Secondly, six studies employed a qualitative approach, which examines non-numerical data to provide

deeper insights and a broader understanding of complex issues. Additionally, three studies used mixed methods, combining both quantitative and qualitative techniques to achieve a more comprehensive analysis.

Collectively, these findings highlight that there is a clear preference for quantitative methods in succession research on African family businesses, suggesting that researchers focus more on measurable aspects when conducting their research. The following section examines the evolution within African family businesses.

4.5 EVOLUTION OF SUCCESSION RESEARCH AMONGST AFRICAN FAMILY BUSINESSES

Research on succession in African family businesses has grown significantly over the past two decades. The first recognised study was published by South African researchers (Venter et al.) in 2005, after which publications remained scarce until 2019. However, scholarly interest increased noticeably from 2021 onward, with a significant increase in studies between 2022 and 2024. Nigeria and South Africa have contributed to the majority of succession research outputs, while Tanzania, Kenya, Ghana, Zambia and Malawi participated in less yet relevant research.

The evolution of succession research highlights the increasing number of research methodologies, publishers, and scholarly contributions. In total, 47 authors from 26 institutions were responsible for growing the field of succession research among African family businesses, with cross-institutional and collaborative initiatives becoming more frequent. The study of succession has shifted from isolated, nation-specific research to broader and more diverse research, emphasising the depth of succession and its role in sustaining family businesses across Africa.

4.6 COMPARISON BETWEEN GLOBAL SUCCESSION RESEARCH CONDUCTED WITH AND SUCCESSION RESEARCH AMONGST AFRICAN FAMILY BUSINESSES

In this section, a comparison was made between the current succession research conducted amongst African family businesses and that of succession research amongst family businesses

globally. Globally, the field developed into an established area of family business research, which made it possible for various researchers to conduct review articles on succession research conducted amongst family businesses (see Table 2.1).

The first review article on succession was conducted by Alayo et al. (2020), followed by Maseda et al. (2022), Nave et al. (2022), and Baltazar et al. (2023). Other review articles on succession, Boukhabza and Ouhadi (2023), Abdullah and Mohd (2023), Siaba and Rivera (2024), Gábor Rónaföldi-Széll (2024), and Radu-Lefebvre et al. (2024): The review article conducted by Siaba and Rivera (2024), from the period 2012 to 2022, with 4064 articles, aimed to identify how the evolution, status, and trends in family business have evolved. Radu-Lefebvre, Davis and Gartner (2024) all explore and identify opportunities for future research in succession within family business. When taken together from these review articles, the following future succession research topics are suggested for future research, namely:

- The evolving area of family business dynamics, through the emerging role of females in family business, and generational and cultural variables.
- Explore how family business performance is affected by female leadership.
- Family involvement in succession planning in family businesses, which prepares for the generational transfer of power.
- Develop and evaluate the depth of socioemotional wealth in family business succession issues.
- The integration of socioemotional wealth and effective corporate governance practices within the succession of family businesses.
- Challenges that are linked to leadership transitions and inter-generational conflict.
- Investigating the key drivers behind succession planning, such as continuity, readiness and influence.
- Examine specific aspects of family business succession and not only general factors influencing succession.
- Address the gaps that support succession continuity within family businesses.
- Assess how demographics influence succession outcomes in family businesses.
- Examine the influence of legacy that will sustain and enhance the future succession of family businesses.

Succession research within Africa is still in a developing phase. The growth of succession research within the African context differs significantly from the global context. Whereas global studies have been established since 1994, African contributions remained limited until 2019, after which there was a noticeable surge in publications between 2022 and 2023. This evolution highlights the emergence and the importance of succession in African family businesses.

The literature available is concentrated in only a few countries, primarily from Nigeria and South Africa, with limited articles from other regions. The African family business research topics on succession still tend to focus on survival, continuity, and the challenges of leadership transfer. Methodologically, most succession research within African family businesses applied quantitative approaches, which are useful for identifying measurable patterns, while evaluating cultural and emotional dynamics that encourage succession processes.

4.7 SUMMARY

Chapter Four has outlined the empirical findings on succession research within African family businesses. The results demonstrate that succession research is focused on in several countries, with Nigeria and South Africa contributing the most, while other regions, such as Central Africa, have contributed minimal studies. After the first study in 2005, a notable increase in research articles has been published since 2019, with the highest publications occurring between 2022 and 2024. As knowledge in this field expands, 47 authors across 26 institutions have conducted reviews on succession research among African family businesses. Among the studies reviewed, 14 adopted quantitative methods, six are based on qualitative methods, and two employed a combination of both. A discussion on the evolution of succession in African family businesses and the comparison between global succession research and African family business succession concludes the chapter.

The following chapter will provide a detailed summary of the study, interpret the findings, outline the contributions and limitations and present recommendations for future research.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The previous chapter presented the empirical findings from an analysis of 23 articles focused on succession research within African family businesses. Chapter Five is the final chapter and commences with comparing the results of Chapter Four with the literature review and global succession research discussed in Chapter Two. With these two comparisons, RO⁴ is addressed, SO³, SO⁴, and MO³ are achieved by identifying the current research gaps relating to succession in African family businesses. Based on the identified research gaps, this chapter provides recommendations for future research on succession research within the African context (MO³).

Chapter Five starts with giving an overview of Chapters One to Four, highlighting key insights, followed by a discussion on the achievement of primary, secondary, and methodological objectives. Furthermore, elaborating on the comparison between succession research on African family businesses and succession research globally, recommendations for future research are given. The chapter concludes by highlighting the significance and limitations of this research, whereafter a conclusion for the study as a whole is given.

5.2 OVERVIEW OF THE STUDY

Chapter One introduced the study by outlining the background of family businesses globally and in the African context. This introduction and background covered information on the role of family businesses in creating employment, contributing to GDP, and fostering socio-economic development. Additionally, the problem statement emphasised the gap in reviewing the existing knowledge on succession among African family businesses. Furthermore, the purpose of the study, research objectives, and research questions were discussed for the investigation. The chapter concludes with the scope and structure of the study.

Chapter Two reviewed the literature that was relevant to the study. It examined the nature and importance of family businesses globally and within an African context. Succession was highlighted as one of the main reasons why many family businesses fail when they are transferred from the first to second and later generations. Succession was therefore

contextualised as a process for ensuring transgenerational sustainability, followed by an analysis of the evolution of succession research globally. Several review articles were discussed, revealing dominant global themes such as socioemotional wealth, governance, gender dynamics, intergenerational conflict and innovation.

Chapter Three presented the research design and methodology used in this research. The study adopted a positivist paradigm and a deductive approach, while employing a mono-method, quantitative study. Secondary data was gathered through desk and archival research, focusing on succession research articles published across African countries. The data analysis combined bibliometric and content analysis to identify trends, themes and methodological approaches. To conclude the chapter, the ethical standards were outlined in the research rigour and ethics.

Chapter Four reported and interpreted the empirical results of the study. A total of 23 relevant studies were identified across seven African countries, with Nigeria and South Africa producing the most articles. The publication trends indicated a period of inactivity following the first study in 2005, although a surge occurred from 2019 onwards, with a peak between 2022 and 2024. These results revealed that most African studies employed quantitative studies, while only a few adopted qualitative and mixed-method approaches. The chapter highlighted the evolution of succession research among African family businesses. Lastly, the chapter concluded with a comparison between global and African succession research among family businesses.

Table 5.1: Summary of research objectives achieved and in which chapter

OBJECTIVES	CHAPTER(S)
Primary Objective:	Achieved
The primary research objective of this research is to map the field of succession research previously conducted amongst African family businesses.	Chapter 1 - 5
Secondary Objectives:	Achieved
To identify and describe the authors, institutions, journals, date of publication, and African countries in which succession research amongst African family businesses has been done to date.	Chapter 4
To analyse the research approaches followed in past succession research amongst family businesses in Africa.	Chapter 4
To identify the succession topics and themes that have been researched amongst African family businesses to date.	Chapter 4

To compare succession research conducted globally with succession research conducted amongst African family businesses, in order to identify research gaps existing in succession research amongst African family businesses.	Chapter 4
Methodological Objectives:	Achieved
To conduct a literature review on the nature and importance of family businesses globally and in Africa, as well as past succession research conducted amongst family businesses globally.	Chapter 2
To determine the suitable data collection and analysis methods to conduct the research problem and research objectives of this research.	Chapter 3
Based on identified research gaps existing on succession research amongst African family businesses, recommendations on topics on succession research amongst African family businesses to pursue in future will be given.	Chapter 5

Source: Researchers' own construction

5.3 RECOMMENDATIONS FOR FUTURE RESEARCH

The findings of this research highlight several areas where future research can strengthen the knowledge of succession research within African family businesses.

Firstly, there is a need to broaden the geographic scope of research. Current succession research is concentrated in Nigeria and South Africa, leaving several countries on the continent unrepresented. Expanding into the central and northern parts of Africa would ensure that the diversity of African family businesses is noticed.

Secondly, a variety of methodological approaches should be encouraged. While quantitative approaches have dominated existing research in African family businesses, the use of qualitative and mixed-method designs can also be advantageous for future studies.

Thirdly, succession research in the African context can engage more directly with theoretical frameworks widely applied to global succession research. Combining and evaluating theories such as socioemotional wealth and succession in African themes can enhance global studies, while providing insights specific to the continent's cultural and socioeconomic matters. By applying and examining themes within the African context, researchers can improve the academic depth of local research while uncovering new perspectives that reflect Africa's unique

social, cultural and economic realities. This approach can ensure that African succession research among family businesses is elevated and becomes a significant factor from a global perspective.

Fourth, the exploration of emerging themes in succession research remains essential. Topics such as women's involvement in succession planning, governance systems that uphold continuity, the integration of innovation during leadership changes in family businesses, and the effect of cultural norms on succession outcomes are insufficiently examined in the African context. The significance of these topics addresses the core challenges encountered by African family businesses within the African context, such as conflict, gender inequality and leadership roles that are emerging in family businesses. Addressing these gaps can enrich African succession research and align it with global trends.

Lastly, collaboration can be promoted at both the regional and global contexts. Strengthening partnerships among African universities and international researchers can enhance methodological standards, broaden the visibility of African research, and create a stronger foundation for research in the field of succession research amongst African family businesses.

5.4 SIGNIFICANCE OF THE STUDY

This study contributes to the academic and practical knowledge of research. Academically, it outlines a structured mapping of succession research amongst African family businesses, offering a detailed overview of trends, methodological choices, and thematic priorities. By comparing succession research within Africa with global research, it identifies critical gaps and proposes a direction for future research. Practically, the findings offer guidance for educators and researchers seeking to enhance succession research across the continent. Strengthening the continuity of family businesses is crucial not only for maintaining family businesses but can also promote economic growth, generate employment opportunities, and foster social responsibility throughout Africa.

5.5 LIMITATIONS OF THE STUDY

The study achieved its objectives, although it is crucial to acknowledge its limitations. The scope of the study was limited to published journal articles accessible through selected

databases, which means other valuable sources, such as business reports, unpublished research, and government publications, were not included in the study. The use of alternative perspectives can enhance the analysis, as the research only relies on academic sources. Additionally, there is a limitation related to the geographic distribution of these articles. Succession research has been published in seven African countries, with a significant number from Nigeria and South Africa. These results limit the findings and highlight the need for researchers to focus on succession research in the underrepresented regions of the African continent.

The review's timeframe also introduces a limitation. By focusing on studies published between 2005 and 2024, the analysis provides a meaningful perspective but can overlook the recent studies that could help shape the field. As a result, the findings only evaluate a restricted number of the overall succession research articles on African family businesses. However, the articles establish a foundation for future researchers to advance succession research among African family businesses.

5.6 FINAL CONCLUSION

Succession research is recognised as the most complex and challenging aspect in the life cycle of family businesses globally, emphasizing their ability to succeed across generations. Findings from this study establish that while succession research globally has developed and grown, succession research among African family businesses is emerging and is characterised by limitations in scope, methodologies and theoretical development. The dominance of research from a limited number of countries and the emphasis on survival and continuity highlight the need for more diverse and comprehensive studies. Expanding the geographic scope, diversifying methodological approaches, and addressing research topics still to be studied can strengthen Africa's contribution to global research. Furthermore, this can highlight the insights relevant within the African context, directly contributing to the continent's realities. In conclusion, these efforts would enable research to encourage African family businesses to address economic and social development that enhances succession and sustains succession and long-term continuity.

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APPENDIX A

TURNITIN SUMMARY

TREATISE CHAPTER 1 - 5

ORIGINALITY REPORT

20%	13%	16%	7%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	busman.mandela.ac.za <small>Internet Source</small>	2%
2	Submitted to Nelson Mandela Metropolitan University <small>Student Paper</small>	1%
3	vital.seals.ac.za:8080 <small>Internet Source</small>	1%
4	Oluwafunmilayo, Victoria Adekomaya. "Conflict Management and Family Business Succession Planning: A Comparative Study of South Africa and Nigeria", University of Johannesburg (South Africa) <small>Publication</small>	1%
5	www.researchgate.net <small>Internet Source</small>	1%
6	"The Palgrave Handbook of Heterogeneity among Family Firms", Springer Science and Business Media LLC, 2019 <small>Publication</small>	1%
7	Tobias Reif, Dustin Bauer, Sebastian Junge, Verena Hossnofsky. "An update on family firm succession: A systematic literature review and future research directions", Journal of Family Business Strategy, 2025 <small>Publication</small>	<1%

APPENDIX B
ETHICAL CLEARANCE



FACULTY OF BUSINESS AND ECONOMIC SCIENCES

DEPARTMENT OF BUSINESS MANAGEMENT

ETHICAL CONSIDERATION FOR HONOURS TREATISE (non-publication route)

INSTRUCTIONS

- Should be completed by study leader and student.
- Must be signed off by the student, study leader and HOD.
- Submit the completed and signed form to the module coordinator who will submit to Mrs Kim.Alexander@mandela.ac.za.
- Please ensure that a summary of the research methodology section of the treatise is attached to this form (*Complete Annexure A to this Form*).
- **Please note that by following this ethics route, the study will NOT be allocated an ethics clearance number.**

SECTION A – STUDENT ACKNOWLEDGMENT

- The student acknowledges that their research project is for academic qualification purposes only. As such, the research report or any sections thereof **may not be published**.
- The student also acknowledges that their research project **will be a desktop study** and will **make use of publicly available documents or secondary data**. No human subjects will be involved in the study as primary sources of data.

Secondary data, in this instance, refers to data that was collected and processed by someone else for some other purpose but is now being used by the researcher for another reason (Tripathy, 2013). Research utilising secondary data that both exists and has been collected in a public, academic database, for example Google Scholar, is considered desktop research, and generally does not require full ethical approval (Creswell & Poth, 2017).

SECTION B – STUDENT AND RESEARCH PROJECT DETAILS

Student name & surname	Emma Kleinbooi
Student number	223091995
Title of treatise	An overview of succession research amongst African family businesses
Qualification	Bachelor of Commerce in Business Management
Department	Business and Economic Sciences
Study leader	Professor Elmarie Venter

SECTION C – ETHICS CRITERIA

(Please tick the appropriate block)	YES	NO
-------------------------------------	-----	----

1.	Is there any risk of harm, embarrassment of offence, however slight or temporary, to the participant, third parties or to the communities at large?		X
2.	Is the study based on a research population defined as 'vulnerable' in terms of age, physical characteristics and/or disease status?		X
2.1	Are subjects/participants/respondents of your study:		
2.1.1	Children under the age of 18?		X
2.1.2	NMU staff?		X
2.1.3	NMU students?		X
2.1.4	The elderly/persons over the age of 60?		X
2.1.5	A sample from an institution (e.g. hospital/school)?		X
2.1.6	Handicapped (e.g. mentally or physically)?		X
3.	Does the data that will be collected require consent of an institutional authority for this study? (An institutional authority refers to an organisation that is established by government to protect vulnerable people)		X
3.1	Are you intending to access participant data from an existing, stored repository (e.g. school, institutional or university records)?		X
4.	Will the participant's privacy, anonymity or confidentiality be compromised?		X
4.1	Are you administering a questionnaire/survey that:		
4.1.1	Collects sensitive/identifiable data from participants?		X
4.1.2	Does not guarantee the anonymity of the participant?		X
4.1.3	Does not guarantee the confidentiality of the participant and the data?		X
4.1.4	Will offer an incentive to respondents to participate, i.e. a lucky draw or any other prize?		X
4.1.5	Will create doubt whether sample control measures are in place?		X
5.	Do you wish to publish any research output (i.e. article) from this study?		X

Please note that if **ANY** of the questions above have been answered in the affirmative (**YES**) the student will need to complete the full ethics clearance form (MEOS REC-H application) and submit it with the relevant documentation to the Faculty RECH (Ethics) committee.

The student hereby certifies that he/she has given his/her research careful ethical consideration and full ethics approval is not required.

SECTION D – INFORMATION TO BE INCLUDED INTO THE RESEARCH REPORT

(The section below should be edited and aligned to the specifics of the study)

1. ETHICAL CONSIDERATIONS

This study will follow the ethical research considerations that apply to all research in the social sciences, which are defined as moral rules and professional codes of conduct to the collection, analysis, reporting, and publication of information about research subjects (Pietilä, Nurmi, Halkoaho & Kyngäs, 2020:49). The research will, at all times, adhere to the following ethical considerations:

2. Informed Consent

Where data is freely available on the Internet, books or other public forum, permission for further use and analysis is implied, however, the ownership of the original data must be acknowledged (Tripathy, 2013).

3. Anonymity and Confidentiality

To ensure privacy and to protect individuals or institutions within the secondary data, a privacy plan or protocol will be in place to protect the confidentiality of the users. This may include removing identifiable information, securely storing the data and removing any sensitive information prior to distribution of the outcome of the study (where needed).

4. Action and Competence of Researchers

The study will be undertaken in an ethically correct manner. Under no circumstances would the researcher in this study make judgments about data, falsify data or plagiarise.

5. Respect of Intellectual Property

Intellectual property is the creation arising from intellectual activity, and this study will acknowledge and reference all ideas and sources used in the study.

6. Beneficence

The study topic being researched is for degree purposes only and will not be published.



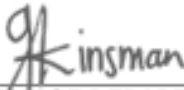
7. Non-Maleficence

Non-maleficence makes sure that what is being done is not harmful and that harm is not done by omitting care or treatment. This study will make sure that no harm will come to anyone connected to the study. This body of work and the documents consulted will also adhere to the Protection of Personal Information Act (PoPIA). POPIA governs the collection, processing and sharing of personally identifiable information (PII).

7.1 Applying for ethical consideration

The researcher will apply for ethical consideration from the **Department of Business Management** (Nelson Mandela University) to have the right to research within the intended domain. The research process, in particular data collection, may only be conducted once ethical clearance has been granted, i.e., the ethics form has been signed by the student, the study leader and the Head of Department.

SECTION E – SIGNATURES AND DATES

 _____ STUDENT	<u>24 April 2025</u> DATE
 _____ STUDY LEADER	<u>24 April 2025</u> DATE
 _____ HEAD OF DEPARTMENT	<u>24 April 2025</u> DATE

REFERENCES

- Cilliers, L. & Viljoen, K. (2021). A framework of ethical issues to consider when conducting internet-based research. *South African Journal of Information Management*, 23(1).
- Creswell, J.W. & Poth, C.N. (2017). *Qualitative inquiry and research design: Choosing among five approaches*, Sage, London.
- Pietilä, A. M., Nurmi, S. M., Halkoaho, A. & Kyngäs, H. (2020). Qualitative research: Ethical considerations. In *The application of content analysis in nursing science research*, Cham. Springer, 49-69.
- Tripathy, J.P. (2013). Secondary Data Analysis: Ethical Issues and Challenges. *Iran Journal of Public Health*. 42(12): 1478–1479.

APPENDIX C

GENERATIVE AI AND AI-ASSISTED TECHNOLOGIES IN WRITING PROCESS – USAGE DECLARATION

According to Nelson Mandela University's Institutional Position Statement on the use of Generative Artificial Intelligence (AI) (D_71_24_(2025-02-07), the following are considered recommended uses and unacceptable uses of AI by students and staff.

Recommended uses:

- Search engine
- Enhancing understanding
- Gaining insights
- Gathering information
- Clarifying concepts
- Critically evaluating information

Unacceptable uses:

- Copy and paste generated intellectual work.
- Claiming a generated product (text, image, creation) as your own.
- Generating information for assessments, projects, and assignments, unless this is explicitly instructed by the academic, who has provided clear guidelines in the form of permissions and prohibitions as to the appropriate use thereof as part of an assessment designed around the use of AI.
- Used for unfair advantage – when you are determined to deceive and do not use something in an appropriate manner.
- Making use of AI and not appropriately referencing the sources represented in the generated text, image and/or other product.
- Makes use of AI and does not ensure that the sources represented in the generated text, image and/or other product are accurate and represent the actual work of existing sources.
- Generating information via AI that may or may not represent the intellectual work of another person, people or AI and thereafter making further use of AI to disguise this information and then present it as one's own.
- When you do not follow permissions and prohibitions provided in assessment guidelines.
- When you are not transparent about its use, do not reference and acknowledge your sources.

Student declaration:

During the undertaking of preparing and writing this mini treatise,

I Emma Kleinbooi, with student number 223091995, declare that (please tick the appropriate circle indicating whether you have used AI or not):

I have not used AI at all during the completion of my treatise.

I further declare that I have used [NAME TOOL(s) / SERVICE] in order to [REASON(s)]. [LIST THE NAME AND REASON FOR USING EACH TOOL HERE]

I also acknowledge that I am ultimately responsible and accountable for the contents of this mini treatise.

I have not used AI at all during the completion of my treatise.

SIGNATURE STUDENT:



DATE:

20 April 2025

[NOTE: Students must declare in their mini treatise the use or not of AI and AI-assisted technologies in the process of writing their treatise by completing this declaration statement. This statement must be included as an Appendix/Annexure in their mini treatise. AI and AI-assisted technologies do not include basic tools for checking grammar, spelling, references etc. Using AI and AI-assisted]

APPENDIX D
LEARNING AGREEMENT



FACULTY OF BUSINESS AND ECONOMIC SCIENCES

**LEARNING AGREEMENT BETWEEN STUDY LEADER AND POSTGRADUATE STUDENT FOR
BCOM HONS MINI-TREATISE QUALIFICATIONS**

The aim of this learning agreement is to provide postgraduate students and their study leaders an opportunity to develop a sound and productive working plan. This document should be read in conjunction with the following Nelson Mandela University Policy documents:

- The General Prospectus
- Faculty of Business and Economic Sciences Prospectus
- University Code of Ethics Policy
- Policy on Intellectual Property
- Promotion of Academic Integrity and Prevention of Plagiarism

These documents are available on the Nelson Mandela University's website (<http://my.mandela.ac.za/default.asp?id=308&IRCno=>)

The Faculty of Business and Economic Sciences requires all postgraduate students and their study leader(s) to complete a learning agreement. Postgraduate students and their study leader(s) should discuss the issues outlined in this agreement, to have clarity and consistency regarding the conduct of the Postgraduate student and study leader. The document should be signed in each other's physical presence.

The postgraduate student and study leader should keep a copy of this learning agreement, and a copy must be sent to the module coordinator (Shelley.Farrington@mandela.ac.za).

PART A: DETAILS OF POSTGRADUATE STUDENT, STUDY LEADER(S) AND QUALIFICATION

NAME & SURNAME:	Emma Kleinbooï
STUDENT NUMBER:	223091995
QUALIFICATION:	Bachelor of Commerce Honours in Business Management
YEAR OF REGISTRATION:	2025
DEPARTMENT:	Business and Economic Sciences
STUDY LEADER:	Professor Elmarie Venter

PART B: ROLES AND RESPONSIBILITIES OF THE POSTGRADUATE STUDENT AND STUDY LEADER(S)

• **POSTGRADUATE STUDENT:**

As a postgraduate candidate, the student is expected to apply him- or herself to meeting the following reasonable responsibilities.

The postgraduate Student accepts and undertake the following responsibilities:

DESCRIPTION	INITIAL
Complete all the required components of the academic programme as stipulated.	E.K.
Plan and execute the research study as agreed to with the guidance of the study leader (and co-study leader, where applicable).	E.K.
Ensure that the research proposal (Chapter 1-3) is submitted at the stipulated date.	E.K.
Adhere to the principles of accepted safety and health standards, ethical research practice as per Nelson Mandela University Code of Conduct for Researchers (IRC 404.01), Policy on Research Ethics (IRC 404.02), specific codes of the discipline (where applicable) and conventions regarding plagiarism as per Nelson Mandela Policy for the Promotion of Academic Integrity and Prevention of Plagiarism (IRC 305.04).	E.K.
Make regular appointments with study leader(s) to update study leaders(s) on progress or any difficulties encountered in executing the academic project as planned to ensure timeous remedial action where required.	E.K.
Keep written record of supervision sessions and the decisions agreed to.	E.K.
Submit regular outputs from the academic project to ensure effective guidance and input by study leader(s).	E.K.
Ensure that written work submitted has been proofread and of an acceptable academic standard.	E.K.
Ensure that the necessary amendments or revisions decided upon with study leader(s) are made regularly and resubmitted as agreed for further guidance.	E.K.
Take responsibility for the final production of the treatise for examination and final submission at the specified dates.	E.K.
Submit a manuscript to the study leader prior to the time of the approval of examiner reports (for purpose of awarding the doctoral degree).	E.K.
The postgraduate student has read all the relevant strategic and policy documents related to their relevant qualification.	E.K.
The postgraduate student has familiarised him- or herself with the internet-based plagiarism detection service; Turnitin software.	E.K.
The postgraduate student endeavours to partake in workshops and training related to the research project	E.K.

• **STUDY LEADER / CO-STUDY LEADER:**

The responsibilities outlined below are reasonable expectations of academics or any other persons who are undertaking the supervision of candidates.

The study leader(s) accepts and undertake the following responsibilities:

DESCRIPTION	INITIAL
Clarify respective roles of student, study leader, and co-study leader (where relevant) to ensure that student and study leader (s) are clear about channels of communication as well as expectations. Preferably such clarification should be contained in a study leader or learning agreement	E.V.
Confer or make contact with the student regularly (minimum once a month) to provide academic guidance to ensure the development of research skills and competencies relevant to the discipline and the specific study, and to ensure adherence to university requirements and/or discipline standards.	E.V.
Monitor progress of the student and submit reports on student progress as required by the university and by relevant scholarship funding bodies.	E.V.
Keep a record of supervision sessions and provide feedback, within the timeframe agreed upon, to enable student progress.	E.V.

Study leaders must maintain an adherence to accepted safety and health standards, as well as ethical research practice as per Nelson Mandela University Code of Conduct for Researchers (IRC 404.01), Policy on Research Ethics (IRC 404.02), specific codes of the discipline (where applicable) and conventions regarding plagiarism as per Nelson Mandela Policy for the Promotion of Academic Integrity and Prevention of Plagiarism (IRC 305.04) and advise their students to maintain these standards as well.	E.V.
Provide the relevant information to the student so that the candidate submits the treatise for examination and final submission on the correct date and format.	E.V.
The study leader(s) to consult Turnitin report submitted by the student to the internet-based plagiarism detection service; Turnitin software.	E.V.

PART C: TERMS OF LEARNING AGREEMENT

FREQUENCY OF COMMUNICATION		
The contact details of the study leader(s) were provided to the postgraduate student.	YES ✓	NO <input type="checkbox"/>
Specify frequency and communication channel for meetings (i.e. telephone, email, face-to-face).	Teams meetings, email and face-to-face when necessary	
In case of the appointment of a co-study leader(s), how will meetings and communication between all be organised?	Via email, Teams and WhatsApp Group	
Specify who is responsible for scheduling meetings and how far in advance these meetings should be scheduled.	Both the supervisor and the student can schedule a meeting. General meetings on content are organised by Prof Venter	
Specify the procedure for changing the meeting date and time.	Both the supervisor and the student can schedule a meeting. General meetings on content are organised by Prof Venter	
Specify frequency and duration of meetings (approx.).	Weekly – 30 minutes to an hour depending on the reason for the meeting.	
Specify who will set the agenda and take notes.	See previous	
Clarify whether there will be any expectation regarding regular email communication.	The student needs to respond to deadlines set by the supervisor and Prof Farrington as coordinator of EBML410	
Indicate the availability of communication of study leader during period of research and/or ordinary leave.	N/A	
List the roles, responsibilities of study leader, co- study leader(s) and student.	The role of the study leader is to provide information and guidance to the topic to the student. The role of the student is to make corrections and indicate to the study leader if there are any uncertainties or questions.	
Comments:		
RESEARCH PLAN / TIMEFRAME		
Specify the research plan and timeframe	See EBML410 module guide for deadlines	
Specify how changes to the research plan / timeframe will be dealt with.		
Was the postgraduate student informed of the timeframes	YES ✓	NO <input type="checkbox"/>

Specify remedial action if schedule is not adhered to?	All correspondence between the student and the supervisor will be in written format or via a recording of the Teams meeting.	
Comments:		
SUBMISSION OF WRITTEN MATERIAL AND FEEDBACK		
Specify how often written work should be submitted to the study leader(s).	Deadlines are provided by the EBML410 module guide, as well as by the supervisor via email.	
Specify the timeframe for feedback.	Feedback will be provided within a week, unless the student was informed beforehand that the supervisor will require more time.	
Specify remedial action if feedback agreement is not adhered to?	Inform the student via email correspondence.	
ETHICS APPROVAL		
	YES	NO
The postgraduate student was informed that all research projects require ethical approval?	✓	<input type="checkbox"/>
The postgraduate student was informed that it is his/her responsibility to apply for ethics?	✓	<input type="checkbox"/>
Comments:		
INTELLECTUAL PROPERTY		
	YES	NO
The postgraduate student was informed that all intellectual property resulting from research conducted for postgraduate degrees, including all publications, is governed by the Intellectual Property Policy (IRC 401.01)	✓	<input type="checkbox"/>
The student was informed that the intellectual property rights resulting from a postgraduate's research shall vest in the University	✓	<input type="checkbox"/>
Comments:		

The **STUDENT** and the **STUDY LEADER** confirms that:

1. They have read and understood this Learning Agreement,
2. They agree to accept its content for the duration of the study period as per the qualification stipulated above.

SIGNATURES:

Student:  _____

Date: **24 April 2025** _____

Study leader:  _____

24 April 2025 _____