

CURRICULUM VITAE

CASHANDRA MARA (PhD)

A	PERSONAL DETAILS.....	2
B	EDUCATIONAL QUALIFICATIONS	2
	Tertiary qualifications	2
	Philosophiae Doctor: Manager Perceptions of ROI and Risk of Human Capital Development, University of Johannesburg	2
	Master's Degree in Business and Administration,	2
	Honours in Business and Administration,	2
	Bachelor of Commerce, University Of Namibia,	2
	Certificate in Communication & Publication.....	2
	Computer proficiency:	2
	Executive Management Development Program	2
	Design and Conduct Outcomes Based Assessments.....	3
	Moderate outcomes based assessments	3
C	EMPLOYMENT HISTORY	3
	Employer 7: University of Johannesburg.....	3
	Employer 6: Regenesys Business School.....	6
	Employer 5: Guideline Risk Technologies.....	7
	Employer 4: Co-owner: Head Up Training and Development.....	7
	Employer 3: Absa Business Banking Services.....	7
	Employer 2: Sanlam Namibia.....	8
	Employer 1: Bank of Namibia, Balance of Payments Division,.....	8
D	OTHER PROFESSIONAL ACTIVITIES (current & past).....	9
E	EXTRA MURAL	9
F	PARTICULAR PERSONALITY TRAITS.....	9
G	REFERENCES	9

A PERSONAL DETAILS

First names	Cashandra Candice
Surname	MARA
Date of birth	28 September 1968
Place of birth	Richmond (Northern Cape) RSA
Identity number	680928 1639 08 6
Gender	Female
Marital status	Unmarried (2 dependants)
Drivers license	Code 08
Citizenship	South African
Home language	Afrikaans/English
Health	Very good; non-smoker
Residential address	32 Albert Street, Albertville, 2195 Gauteng, South Africa
Telephone number	0027-72-270 2291/011 559 4432
E mail address	cashandraj1@gmail.com /cmara@uj.ac.za

B EDUCATIONAL QUALIFICATIONS

Orchid ID: <https://orcid.org/0000-0003-4304-6474>

Google Scholar: https://scholar.google.com/citations?hl=en&user=SjqMF_MAAAAJ

Scopus: <https://www.scopus.com/authid/detail.uri?authorId=57210819209>

Tertiary qualifications

Philosophiae Doctor: Manager Perceptions of Risk and Return in Human Capital Development, University of Johannesburg

Master's Degree in Business and Administration (MBA),

University of Stellenbosch, obtained December 2001

Honours in Business and Administration,

University of Stellenbosch, obtained December 2000

Bachelor of Commerce, University Of Namibia,

Obtained December 1990

Certificate in Communication & Publication

Obtained in January 2002

Computer proficiency:

MS Word, Excel, PowerPoint, MS Publisher; (Usage daily and proficiency is high).

Executive Management Development Program: Sanlam and Manchester Business School

Design and Conduct Outcomes Based Assessments

(Unit Standards 115753 and 115755)

Moderate outcomes-based assessments

Unit Standard 115759

C EMPLOYMENT HISTORY

Employer 7: University of Johannesburg

7.1 Senior Lecturer

Date: 1 January 2011 - date

7.2 Duties:

1. *Lecturing*

Groups:

- (i) B Comm (Business Management)
- (ii) Advanced Diploma in Management (Strategic Management, International Management, Research methodology)
- (iii) B Comm (Intrapreneurial Management III)
- (iv) Hospitality Financial Management IV
- (v) B Comm Honours: Strategic Innovation
- (vi) International Finance
- (vii) International Accounting

2. *Supervision*

- (i) Honours' research reports
- (ii) M-Com Dissertations
- (iii) PhD theses (co-supervisor)

3. *Assessments*

4. *Coordination of qualifications and modules*

5. *External moderation:*

6. *Development of learning manuals*

7. *External examination – masters' dissertations and doctoral theses*

8. *Staff & student exchange project: University of Johannesburg with (Vrije Universiteit of Amsterdam & Rijks University of Groningen, Jyväskylä University of Applied Sciences, Finland, Duale Hochschule Baden-Wurtemberg, Germany)*

Exchange lecturer in International Finance and International Accounting: (Krakow Business School, Poland 2014);

Exchange lecturer in Entrepreneurship: (Vrije Universiteit of Amsterdam & Rijks University of Groningen)

Staff & student exchange project: University of Johannesburg and Baden-Wuerttemberg Cooperative State University (DHBW)

Staff & student exchange project: University of Johannesburg
and Jyväskylä University of Applied Sciences.

9. *Research and publications*

Summary:

Honours research papers supervised: 16

Masters' dissertations supervised: 12

Phd theses supervised: 1

PhD theses examined 2

Masters' dissertations examined: 6

Book chapters published 1

Journal articles published: 12

Conference papers presented, national and international: 25

Conference proceedings edited: 27

PAPERS PRESENTED AT CONFERENCES

Jasson, C & Kara M (2011). Private VS public universities knowledge management cultures (WORK IN PROGRESS). 21st Annual SAIMS Conference: Durban SA.

Mokalanane, J, Drotskie, A, & Jasson, C. (2013). Effective implementation of the IDP in a local municipality. 24th Annual SAIMS Conference: Gauteng, SA.

Barker, T., Peitch, A. & Jasson, C. (2015). Environmental Strategies as marketing tools for SA banks. Paper presented at the 1st International Conference of The Academy of Business in Emerging Markets, Windhoek Namibia.

Muiruri, K. & Jasson, C. (2015). Exploring SA Employee's reward preferences. Paper presented at the 2nd International Conference of The Academy of Business in Emerging Markets, Phnom Penn, Kambodia.

Jasson, C & Govender, C. (2016). A model for leaders and managers to measure ROI and Risk in Human Capital Development (HCD). Paper presented at the International Business Conference (IBC), Langebaan, Western Cape, South Africa.

Jasson, C & Muiruri, K. (2017). An investigation into the budding sharing economy in an emerging market. Paper presented at the 3rd International Conference of The Academy of Business in Emerging Markets, Santo Domingo, Dominican Republic.

Jasson C and Govender, C. (2018). Managing HCD risk in tourism organisations – a collaborative responsibility. Paper presented at the International Tourism Studies Conference. Pretoria, South Africa.

Jasson C and Govender, C. (2018). A business perspective on ROI and Risk Management in HCD. Paper presented at the SAIMS Conference, Stellenbosch, South Africa.

Jasson C and Govender, C. (2018). Streamlining the value network to improve service delivery using lean practices. Paper presented at the International Business Conference (IBC), Mauritius

Rakosa, K and Mara, C. (2019). Value Proposition as a Tool to increase Customer Loyalty. Paper presented at the World Business Congress of the International Management Development Association (IMDA), Nicosia, Cyprus.

Phaladi, L., Toli, Z. and Mara, C. (2019). An investigation into the factors contributing to rail freight losing market share: a South African perspective. Paper presented at the Southern African Transport Conference, Pretoria, South Africa.

Mara, C. (2019). An analysis of the opportunities and challenges of the sharing economy in South Africa. Paper presented at the International Business Conference, Hermanus, South Africa.

Sithole, M., Smith, C. & Mara, C. (2020). Organisation culture of a successful Limpopo secondary school. Presented at the 13th annual International Conference of Education, Research and Innovation. (Online).

Mara, C. & Coetzee, M. (2021). How do South African consumers perceive the Skechers brand? Paper presented at the 6th annual Business and Entrepreneurial Economics Conference. (Online). P 36-44.

Dube, B., Mara, C. & Ntimane, V. (2021). Improving franchising relationships to optimise franchisee performance. Accepted paper TO BE presented at the International Business Conference (IBC) (Online).

Mara, C. Lebelo, J. & Swagerman, D. (2021). The potential use of labour brokers in an engineering company in Gauteng: a case study. Accepted paper TO BE presented to the SAIMS Conference in September 2021 (Online).

Mara, C. & Madupe, G. (2022). Critical factors for the successful adoption of Agile processes in a South African bank. Presented to the International Management Development Conference, Jyväskylä, Finland.

Mara, C. & Mokoena, S. (2022). Freight forwarders' role in efficient ports. Presented to the South African transport conference, Pretoria, South Africa.

Mara, C. & Mushayi, T. (2022). Successful leadership styles for global competitiveness. Presented to the South African Transport Conference, Pretoria, South Africa.

Mara, C., Van Schalkwyk, A. & Smith, S. (2022). Optimising disruption through managing knowledge and dynamic capabilities. Presented at the SSIRC conference, Mauritius.

Mara, C. (2023). Stakeholder perspectives of sustainable banking practices. Paper presented at the 1st DHBW Research Day held in Stuttgart, Germany, July 2023.

Mara, C. (2023). Exploring the link between employee performance and job motivation. Paper presented at the 3rd Annual SSIRC held in Umhlanga, KZN, South Africa, October 2023.

Moagi, T., Thomas, P. Mara, C. (2023). The role of marketplaces in the sustainability of micro enterprises. Paper presented at the 16th Annual IBC held in Swakopmund, Namibia, September 2023.

Mokoena, S.M. & Mara, C.C. (2024). *Digital dynamic capabilities that may enhance port efficiency*. Paper presented at the Southern African Transport Conference, Pretoria, South Africa, July 2024.

Cohen, S. & Mara, C.C. (2024). *Medical schools' neglect of financial education for health practitioners*. Paper presented at the Center for Economic and Business Research conference in Oxford UK, August 2024.

Moagi, T. Mara, C. C. & Thomas, P. (2024). The economic sustainability of formal versus informal marketplaces through vendors' eyes. Paper presented at the International Business Conference, Stellenbosch, South Africa, September 2024.

JOURNAL ARTICLES PUBLISHED

Jasson, C & Govender, C. (2017). Measuring return on investment and risk in training – A business training evaluation model for managers and leaders. *Acta Commerci*, (1) pp 1684-1999.

Govender, C.M. & Jasson, C.C. (2018). Measurable Operational Risk in Human Capital Development in the South African Service Sector. *Africa Journal of Tourism, Hospitality and Leisure*. 7(2).

Govender, C.M. & Jasson, C.C. (2018). Lean Practices for Efficiency in the South African Hospitality Sector. *African Journal of Hospitality, Tourism and Leisure*. 7 (2).

Mara, C., Govender C. and Makka, A. (2019). Human capital development (HCD) risks in the African hospitality industry. *Africa Journal of Hospitality, Tourism and Leisure*. 8(4).

Mara, C., Govender C. and Makka, A. (2019). Does human capital development (HCD) result in organisational effectiveness in the African hospitality industry? Submitted to *SA Journal of Human Capital Development* in July 2019, but not yet published).

Dube, B, Mara, C and Ntimani, V. (2020). Perceptions of franchise stakeholders on trust in franchising relationships. *African Journal of Hospitality, Tourism and Leisure*, Volume 9 (1): 1-15.

Mara, C. (2020). An Analysis of the Opportunities and Challenges of the Sharing Economy Market in South Africa. *African Journal of Business and Economic Research (AJBER)*. 15(3): 115- 133.

Mara, C., Govender C. and Makka, A. (2021). Contribution of HCD to Organisational effectiveness in the SA Hospitality Industry. *African Journal of Business and Economic Research (AJBER)* (16)3.

Mara, C. (2023). Sustainable banking practices in Southern Africa. *Acta Commerci*, Vol 23, No 1 | a1191 | DOI: <https://doi.org/10.4102/ac.v23i1.1191>

Konuk Kandemira, N., Mara, C.C. & Habip, C. (2023). The Current State of Social Entrepreneurship: Comparing Turkish with South African Examples. *Journal of emerging economies and policy*, 8(2) 468-479.

Moagi, T. Mara, C. C. & Thomas, P. (2024). The role of informal marketplace in the economic sustainability of SMME's, *African Journal of Hospitality, Tourism and Leisure*.

Moagi, T.J., Thomas, P. and Mara, C.C., (2025). Assessing Marketplaces' Role in Economic Sustainability of South African SMMEs. *Acta Commerci*, 25(1), pp.1-10.

BOOK CHAPTERS:

Mara, C. (2021). The emergence of Risk and Return on Human Capital Development. *Beyond Human Resources - Research Paths Towards a New Understanding of Workforce Management Within Organizations*. (Online). [Available at: <https://www.intechopen.com/online-first/75366>].

STUDY GUIDANCE: B COM HONOURS IN STRATEGIC MANAGEMENT

Ombele, G. Y. (2011). Employee motivation at Pick n Pay Supermarket Milpark. Unpublished research paper – B Com Honours. University of Johannesburg.

Lamusse, C. Unpublished research paper – B Com Honours. University of Johannesburg.

Mathabela, T. (2012) An evaluation of the success of the drive-through service at KFC. Unpublished research paper – B Com Honours. University of Johannesburg.

Shipster, N. (2012) Measuring the impact of environmentally friendly policies. Unpublished research paper – B Com Honours. University of Johannesburg.

Bothamaga and Rasimpi (2013). Unpublished research paper – B Com Honours. University of Johannesburg.

Barker, T, Peitch, A., & Jasson, C. (2014). Environmental Strategies as marketing tools for SA banks.

Phaladi, L. & Toli, Z. (2015). An investigation into the factors contributing to rail freight losing market share: a South African perspective.

Muiruri, K. (2015). Exploring SA Employee's reward preferences.

Woods, N & Ndlwana, V. (2016). An exploratory study into the soft skills considered to be important to improve employee performance.

Mahlangu, K, Phoku, T. Ramathopa, D. & Sithole, M. (2017). An investigation into the dynamic capabilities that enable innovation in the South African Hotel-Industry. Unpublished research.

Ndile, E., Mba-Mba, E. & Nemukula, L. (2018). The influence of leadership on the innovativeness of organisations.

Leckram, N. (2019). The effects of Talent Management strategies on Job Satisfaction at the company Pack 'n Stack. Unpublished research.

Coetzee, M. (2010). THE SHOE THAT FITS: An investigation into consumer behaviour, the brand life cycle, and brand rejuvenation. Unpublished research.

Ferreira, C. (2019). Investigating trend and fashion forecasting processes in a South African fashion brand. Unpublished research.

Kojane, M. & Mazibane, N (2020). Enhancing dynamic capabilities by strategically optimising human capital. Unpublished research.

Amaral, T & Makhathu, M (2022) The influence of job embeddedness on employee retention.

Solfafa, N & Mongale, T. (2023). Professionals' experiences of the flexible and shortened work week.

Baig, Z. & Mdhluli, K. (2024). Investigating how management strategies in SME's evolved to create the stability that it currently experiences.

Nkomana, T. Lekhubu, K. (2024). Entrepreneurial responses to technological disruptions in South Africa – a conceptual analysis.

STUDY GUIDANCE: COMPLETED M COM BUSINESS MANAGEMENT

Co-supervisor of a minor dissertation: Effective implementation of the IDP in a local municipality. Justice Mokallane: Completed in 2015

Supervisor of a minor dissertation: Effective use of labour brokers in an engineering company in Gauteng. Joe Lebelo completed in 2016

Supervisor of a minor dissertation: Value proposition as a strategic tool in a South African bank. Kenosi Rakosa, completed in 2018.

Supervisor of a full dissertation: Franchisor support to optimise franchisee performance in the restaurant industry. Benefit Dube. Unpublished research, completed in 2019.

Supervisor of a full dissertation: Critical success factors for the adoption of Agile project management processes in a leading bank. Grace Madupe. Unpublished research, completed in 2021.

Co-supervisor of a mini-dissertation: Dynamic capabilities and knowledge management in a South African public school. Anne-Marie van Schalkwyk. Unpublished Masters' dissertation, completed in 2021.

Supervision of a mini-dissertation: Port users' perceptions on South African port efficiencies. Sibongile Mokoena. Unpublished research, completed in 2024.

Supervision of a mini-dissertation: Building dynamic capabilities by leveraging data democratisation in the South African short-term insurance industry. Tebogo Mello. Unpublished research, completed in 2024.

Supervision of a mini-dissertation: Investigating the suitability of leadership styles for global competition

at the Namibia Ports Authority. Mushayi, T. Unpublished research, completed in 2024.

Supervision of a mini-dissertation: Investigating credit risk managers' perception of their role in stimulating economic growth: a case of Namibian commercial banks. Frans Tshikesho. Unpublished research, completed in 2024.

Supervision of a mini-dissertation: Investigating the financial literacy of South African private sector health care professionals. Shani Cohen. Unpublished research, completed in 2024.

STUDY GUIDANCE: COMPLETED PHD BUSINESS MANAGEMENT

Co-supervision of a doctoral thesis: The role of marketplaces in the economic sustainability of SMMEs. Moagi, Thato (2024) Unpublished doctoral thesis.

CERTIFIED ATLAS.TI TRAINER

As certified Atlas.ti trainer, I mentor masters and doctoral students one-on-one on CAQDAS (computer assisted qualitative data analysis).

Employer 6: Regenesys Business School

6.1 Lecturer

Date: March 2010 – 31 August 2010

6.2 Duties: 1 Lecturing
Groups:

- (i) MBA: HR Management
- (ii) Certificate in Public Management
- (iii) Certificate in Business Management
- (iv) Post-graduate Diploma in Public Management
- (v) Various learner-ships

- 2 Assessments
- 3 Moderation
- 4 Development of learning manuals

Employer 5: Guideline Risk Technologies

5.1 Facilitator, Assessor and Training Manager

Date: April 2009 – March 2010

Developing the training division, including:

- Developing SAQA aligned learning material,
- Developing a complete quality management system;
- Obtaining accreditation status for the company;
- Obtaining BEE certificate;
- Developing a Workplace Skills Plan and Annual Training Report;
- Developing training marketing material;
- Facilitating, training Lecturing,
- Assessing portfolios of evidence,
- Co-ordinating moderating and certification functions.
- Administering learner database;
- Communicating with students;
- Developing training strategy;
- Developing and managing training calendar

Employer 4: Co-owner: Head Up Training and Development

4.1 Position: Facilitator, Assessor and Manager

Date: August 2007 – March 2009

Duties: Managing and strategic planning

Developing policy, duty of care and corporate governance, formulation of direction and strategy, communicating with staff, clients and other stakeholders such as banks, Seta's, government departments etc., planning and organizing, managing information, evaluating and decision-making, financial planning and control, creating and developing course material, proposals and presentations, give direction and guidance, networking.

Facilitating: various technical and life skills workshops in: Financial Management, project management, assessor skills, facilitator skills; Communication, business writing; Customer Care;

Employer 3: Absa Business Banking Services

3.1.1 Public Sector Banker

From 1 May 2003 to 30 September 2004

Duties: Providing solutions to a portfolio of the bank's public sector clients including 6 local and 1 district municipality, higher education institutions, and other public sector institutions), making use of the variety of products the bank offers, conducting excellent relations with clients, acting as advisor to the client, optimising interest and non-interest income, minimizing risk and bad debt, retaining and attracting profitable client relationships.

3.1.2 Business Banker

From 1 October to 31 July 2007

Duties: Providing solutions to a portfolio of the bank's large business clients (exposure to the bank of >R7.5mil), making use of the variety of products the bank offers, conducting excellent relations with clients, acting as advisor to the client, optimising interest and non-interest income, minimizing risk and bad debt, retaining and attracting profitable client relationships.

Employer 2: Sanlam Namibia

2.1 Office Manager: Administration

1 May 1995 – 28 February 1999

Duties: Changing existing work-processes, establishing a smooth flow of work, training and staff development, supervisory duties, reporting to the boards of trustees and directors. Subordinate managers supervised the day-to-day activities in 4 different departments, i.e., premiums, claims, client queries and admin.

2.2 Financial Analyst, Sanlam Investment Management (SIM)

1 March 1999 – 31 December 1999

Duties: Doing macro-economic research for publication purposes, building financial models of Namibian listed stocks, analyse unlisted companies requiring structured finance products, and presenting feedback to clients.

Reason for interruption: **F u l l - t i m e** MBA studies

2.3 Business Development Manager (SIM)

1 April 2001 to 18 April 2003

Duties: Design and execute the external interface strategy for SIM; Engage Sanlam

SA's CRM drive; Maintain client database; Handle all media interaction; Drawing up and honouring service level agreements and client mandates, handling client queries, prepare reports and presentations, maintain legal and procedural compliance, perform regular feedback to clients, keep close contact with back office, empowerment partner, portfolio managers and analysts, acting as primary interface with existing and potential clients, brokers, consultants. Write SIM Namibia's contribution to the monthly newsletter. Serve on SIM Exco and Board as well as Sanlam Namibia Exco and Board. Deal with all staff issues. Deal with all operational issues. Assist MD with day-to-day operational functions of SIM office. Take full responsibility for SIM Namibia's Risk Management Policy.

2.4 Acting PRO: Sanlam Namibia

15 December 2001 to 30 April 2002

Duties: Designing the Corporate Social Investment Strategy and Chairing the same Committee; Manage, edit and produce the Sanlam In-house Newsletter; Negotiations with external PR Consultants; Writing press releases. Address the public and press during press conferences.

Employer 1: Bank of Namibia, Balance of Payments Division,

1.1 Balance of Payments (BOP) Statistician

1 April 1992 – 30 April 1995

Duties: designing surveys compiling first ever statistics of Namibia's BOP, consulting with senior managers and government officials for data, doing independent research studies. Analysing previously compiled data and writing commentary for the BOP quarterly and annual publications.

D OTHER PROFESSIONAL ACTIVITIES (current & past)

1. Registered assessor (SABPP, Service Seta, FASSET, LG Seta)
2. Registered moderator (Service Seta, FASSET)
3. Appear on Open University (SABC 2)

E EXTRA MURAL

1. Member: Virgin Active
2. Member: Kalahari Toastmasters
3. Zumba dance instructor
4. Community involvement: leader of the Mandela Day Departmental Initiative

F PARTICULAR PERSONALITY TRAITS

Honest	Excellent human relations
Team player	Hardworking
Good leadership skills	Loyal
Confident	Time management and planning skills
Thrive on challenges	Balanced
Articulate	Positive attitude
Organiser	Driven by ambition

G REFERENCES

1. Prof. Cecile Nieuwenhuizen
SAARHCI Chair
Tel. 0027-11-559-4369
cecilen@uj.ac.za
2. Dr Cookie Govender
Lecturer: University of Johannesburg
cookieg@uj.ac.za
Tel. 011 – 559 - 4964
3. Dr Peta Thomas
Lecturer
University of Johannesburg
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