UNIVERSITY OF PRETORIA
SCHOOL OF ENGINEERING
DEPARTMENT OF ENGINEERING AND TECHNOLOGY MANAGEMENT

Research Guide
For
Post-Graduate Students

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RESEARCH GUIDE FOR POST-GRADUATE STUDENTS IN THE DEPARTMENT OF ENGINEERING AND TECHNOLOGY MANAGEMENT

1. RESEARCH PHILOSOPHY

Through the growth of knowledge humankind has been transformed from primitive tribal societies to the information age. The purpose of research is to generate new knowledge. New knowledge not only enables us to better understand nature and our environment, including our interactions with others, but also enables us to better manipulate, use and manage the environment to our advantage. The purpose of the science of engineering and technology management is to provide us with the theoretical knowledge and practical techniques to better manage technology-based organisations.

Engineering and technology management links the engineering, science, and management disciplines. It provides an interface between technology and other corporate functions such as R&D, marketing, manufacturing and administration. It addresses the issues involved in the planning, development, and implementation of technological capabilities to shape and accomplish strategic and operational objectives of an organisation. It covers not only R&D management, but also the entire spectrum of managerial concerns in technology-based organisations. This includes issues relating to human resource management, innovation process management, project management, technological fusion, marketing, technological forecasting and strategic planning.

The Department’s research programme should be devoted to the improvement and further development of the theory and practice of engineering and technology management and should appeal to both academics and practising managers. Studies must be academically rigorous research of scholarly calibre that advance the science and practice of engineering and technology management.

Many research processes (designs) have been used successfully in the past in all areas of scientific endeavour. For a comprehensive review of many different research designs, see Mouton (2001:143). Many of these can and has been used in the field of engineering and technology management. The science of engineering and technology management is a practical “applied” science. It deals with the “real world” problems of managing technology-based organisations in a competitive global market. For this reason, there is a preference for certain types of research designs. There is for example a bias towards “applied” - empirical - type of research versus “basic” -philosophical and theoretical - investigations. As management is a predominantly
In behavioural science, there is also a preference for the approaches used in the human sciences rather than in the natural sciences. The predominant research designs in the natural sciences are laboratory and field experiments. These are less appropriate in engineering and technology management science as it is difficult to obtain the highly controlled conditions required for this type of research.

A common misconception amongst engineering and technology management students is that doing research is synonymous with doing a “management investigation”. This is not the case. A management investigation consists of the application of acquired knowledge to a specific management problem in an organisation, whereas research is the generation of new knowledge generalisable to other environments. The investigator’s subjectivity is acceptable when performing a management investigation but research requires scientific objectivity. Insight and sound judgement are expected of a good management investigation, but research requires empirical proof. The outcome of a management investigation is mostly a company-confidential management report. Research is published in scientific journals.

<table>
<thead>
<tr>
<th>Management investigation</th>
<th>Management research</th>
</tr>
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<tbody>
<tr>
<td>Application of acquired knowledge</td>
<td>Generation of new knowledge</td>
</tr>
<tr>
<td>Management subjectivity</td>
<td>Scientific objectivity</td>
</tr>
<tr>
<td>Requires insight and judgement</td>
<td>Requires empirical proof</td>
</tr>
<tr>
<td>Is specific to the company environment</td>
<td>Is generalisable to other environments</td>
</tr>
<tr>
<td>Company confidential</td>
<td>Published in scientific journals</td>
</tr>
</tbody>
</table>

Engineering and technology management science aims at understanding the processes involved in the management of technology-based organisations. The desired research output is new theoretical knowledge and practical techniques that can be applied by managers in their day-to-day management activities. What managers need are new and improved theories and models (tools) that can be applied in practice. Theories should be embodied in conceptual models (graphical, mathematical or schematic descriptions or analogies) or practical methods (procedures or techniques). These should however not only be of practical value, but should be based on observations and investigations of actual practice. As

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Theories, Models and Methods

**THEORY**
A statement of scientifically acceptable principle(s) offered to explain observed phenomena

**MODEL**
A graphical, mathematical or schematic representation of a system of postulates (theory), data and inferences

**METHOD**
A way, technique, or process of or for doing something

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Research Philosophy

The research-application cycle

Concrete experience

Environmental scanning

Reflective observation

Abstract notion

Practical application

Active experimentation

Model and -method building

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already stated, this implies an *empirical* approach. Practical methods should however not only be based on observations but also have a sound theoretical basis. What is needed is *theory-based empirical research*. Research project should therefore contain elements of concrete experience, reflective observation, abstract notions and active experimentation as depicted in the research–application cycle. The types of research designs that are preferred are therefore *theory-, model- or method-building, -testing and -application empirical research*. (See Appendix 1 for a glossary of research terms.)

Studies must develop, test, or advance management theory and practice and should have well-articulated and strong theoretical foundations. All types of empirical methods - quantitative, qualitative, or combinations - are acceptable. Case studies and well-considered observations of management experience, survey research, methodological studies, replications and extensions of past research are acceptable providing it provides new conceptual or theoretical insights.

The application of existing theories, models and methods to routine management problems is management practise and cannot be considered as research. The ability to apply the acquired knowledge and skills is the most important outcome of the education process for managers. It is therefore required of management students to demonstrate their ability to apply their acquired knowledge and skills by conducting such management investigations. Such project assignments will result in “Management Reports” (“Guidelines for a Management Report 2002”, Graduate School of Management, University of Pretoria). To qualify as a research project, there must also be some generation of new knowledge. The application of existing theories, models and methods to a “new” problem or situation does generate new knowledge as it provides new insights and is a type of “theory-testing” research. This type of project is prescribed for MEM and MPM students. The instructions to the students state that although it “should demonstrate your understanding of the concepts … and your ability to apply them to a specific problem”; it is also “essential to produce something original and useful” (“MEM/MPM Research Project IGB 895/ISC 895, Instructions for Preparing a Research Project Report”).

There are therefore three possible aspects to a research project:

1) Application of existing theories, models and methods to a “new” problem.
2) Testing of existing theories, models and methods.
3) Building of new or improved theories, models and methods.

The emphases between these are different for a MBA/MEM/MPM Research Report, MOT Dissertation and a PhD Thesis. This is shown schematically in the following figure.
2. PROBLEM AREAS

The problem areas that are appropriate for studies in Engineering and Technology Management covers a wide spectrum. They can broadly be divided in three broad categories:

3. SUBJECT STRUCTURE

The subject structure is based on the contents of the Department’s programmes. A list of subjects is attached as Appendix 2.

4. RESEARCH METHODOLOGY


Related research designs that can also be considered are statistical modelling and computer simulation studies (Mouton 2001:163), surveys (Mouton 2001:152), case studies (Mouton 2001:149), implementation (process) evaluation (Mouton 2001:158), field/natural experimental design (Mouton 2001:157) and experimental and quasi-exp. outcome studies (Mouton 2001:160). Although these could be complete studies in their own right, it is preferred that they be used as data-gathering and data-analysis techniques for theory-, model- or method-building, -testing and -application studies. Stand-alone literature reviews (Mouton 2001:179) will not be supported. Theory and research reviews should be an integral part of all studies, irrespective of the particular research designs used.

5. NATURE OF SUBJECT LITERATURE

Subject literature is mainly those contained in textbooks, articles in scientific journals, published conference proceedings and master’s dissertations/PhD theses. A list of key literature sources is attached as Appendix 3, but students must search beyond these.

6. RESEARCH MANAGEMENT PROCESS

To enable students to work in a systematic and orderly way, the research project is divided into the following five phases:

Phase 1 : Research Proposal
Phase 2 : Research Plan
Phase 3 : Research Execution
Phase 4 : Dissertation/thesis/report
Phase 5 : Examination and Dissemination

Each phase has a set of actions, an output, a review baseline and a milestone as shown in Appendix 4. This process is also shown as a flowchart in Appendix 4. Appendix 5 contains notes on the research process, adapted from Malan,
Coetzee & Van Breda (1992, P. 37). A typical schedule of milestones for a two-year research project is shown in Appendix 6. There are specific dates every year when dissertations/theses/reports must be submitted for examination. Research project schedules should keep these in mind (see Appendix 6 for details). Appendix 7 contains the Review Committee's pro-forma Review Reports.

7. RESEARCH PROPOSAL

Research could mean, “to search again”\(^1\). This implies that there is a “first search”. This could be seen as the preliminary search that is done before a research proposal is submitted. The preliminary search should help you to focus your thoughts on a topic and the way you are going to approach and structure the work. Also, it will familiarize you with the relevant academic literature.

Here are a few useful points to keep in mind when doing the preliminary search:
- Be inclusive with your thinking and see how many different research projects you can identify.
- Try not to be overly influenced at this time. Search for something that you are really interested in.
- Keep in mind that first and foremost the whole research project should be a learning experience for you. The process of conducting the research may be just as important (or more important) than the outcomes of the research.
- Write down your ideas using the one-page format provided in Appendix 8.

\(^1\) The English word “research” originates from the Old French *re- + cerchier*, meaning “to search”. However, the prefix “re-”, coming from the Latin *re-*, means “again”. Research could therefore also have the meaning of “to search again”.

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Discuss your ideas with friends, colleagues and potential study-leaders.

Here's a final check before you should start writing your proposal. Does each of these statements describe you?

- I am familiar with the theories and past research that has been conducted in areas related to my research project.
- I have a clear understanding of the steps that I will use in conducting my research.
- I feel that I have the ability to get through each of the steps necessary to complete my research project.
- I know that I am motivated and have the drive to get through all of the steps in the research project.
- I have found a study leader that is prepared to guide me through my research project.

Now you're ready to write your research proposal. Here are some ideas to help with the task:

- Read through someone else's research proposal.
- Do a comprehensive theory and research review. The rationale behind the theory and research review is to make sure that this research is needed and the methodology is appropriate for the question that is being asked. The more general sources such as textbooks, course notes and overviews are more appropriate at this stage. You should consult at least the following number of literature sources:

<table>
<thead>
<tr>
<th>Level</th>
<th>Number</th>
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<tbody>
<tr>
<td>MEM/MPM/MBA</td>
<td>5</td>
</tr>
<tr>
<td>MOT</td>
<td>10</td>
</tr>
<tr>
<td>PhD</td>
<td>20</td>
</tr>
</tbody>
</table>

  (Practical advice: When you read something that is important to your study, photocopy the relevant article or section. Keep your photocopies organized according to categories and sections. And, most importantly, photocopy the bibliographic citation so that you can easily reference the material in your bibliography. Then, when you decide to sit down and actually write the theory and research review, bring out your photocopied sections, put them into logical and sequential order, and then begin your writing.)

- A good proposal should begin with a statement of the problem/background information, then move on to a review of theory and past research, and conclude with a defining of the research methodology. Of course, it should be written in a future tense since it is a proposal.
- Focus your research very specifically. Don't try to have your research cover too broad an area.
- Include a title on your proposal. Preparing a good title means: having the most

PLAGIARISM

Plagiarism is committed when someone uses another person's words, ideas or opinions without acknowledging them as being from that other person. Special care should be taken with information taken from web sites and other electronic sources. Transgression could result in expulsion from the University. See Appendix 13 for guidelines on how to avoid plagiarism.
important words appear toward the beginning of your title, limiting the use of ambiguous or confusing words, breaking your title up into a title and subtitle when you have too many words, and including key words that will help researchers in the future find your work.

- It's important that your research proposal be organized around a set of questions that will guide your research. When selecting these guiding questions try to write them so that they frame your research and put it into perspective with other research. These questions must serve to establish the link between your research and other research that has preceded you. Your research questions should clearly show the relationship of your research to your field of study. Don't be carried away at this point and make your questions too narrow. You must start with broad relational questions.

A good question: "Are the technology management challenges faced by high-tech start-up firms in Pretoria similar to those faced by start-up firms in general?"

A poor question: "What are the technology management challenges faced by high-tech start-up firms in Pretoria?" (too narrow)

A poor question: "What are the technology management challenges faced by firm XYZ?" (not generalisable)

- Choose your methodology wisely. A well-designed quantitative research study can often be accomplished in very clear and direct ways. A similar study of a qualitative nature usually requires considerably more time and a tremendous burden to create new paths for analysis where previously no path had existed. Sometimes a combined methodology makes the most sense. You can combine a qualitative preliminary study (to define your population more clearly, to develop your instrumentation more specifically or to establish hypotheses for investigation) with a quantitative main study to yield a research project that works well.

Research proposals should be at least twenty typed pages (PhD candidates), ten typed pages (MOT students), or five typed pages (MEM/MPM/MBA students) in length.

The framework as described in the brochure Magister-en Doktorale Studie: Riglyne vir Studielejers, Promotors en Studente, obtainable from the Buro for Academic Support Services, may be used as a guideline for preparing the research proposal. Use formal South African English and the scientific style of writing (e.g. “It is proposed…” not “I propose…”). For guidelines on paragraphs, numbering, etc. consult the UP Guidelines for the Preparation of Written Assignments (http://www.up.ac.za/asservices/ais/assign.pdf) and departmental procedure documents (See e.g., Appendix 14: Technical Editing). Make use of scientific research terms (See Appendix 1: Glossary of research terms).

The research proposal which is submitted prior to admission, must contain at least the following information:
Title

The proposed title should be one sentence, free from all elaboration and superfluous detail, that gives a clear, complete and formal description of the research project.

To ensure that the proposed topic/title in not a duplicate of previous or current research, a search has to be carried out on the Research Report database of the National Research Foundation.

To do the search, follow the instructions below:

- Go to the Academic Information Service website: http://www.ais.up.ac.za/
- Select: Information Resources
- Select: Databases
- Select: N
- Select: National Research Foundation (Nexus Database)
- Select: Research Projects
- Use the following ID and password:
  ID: zup01 or zup02 to zup05
  Password: up
- Search the database to ensure that the intended topic/title is not a duplicate of previous or current research.

Table of contents

Give a listing of the section headings with page numbers.

1. Introduction and background

1.1 Describe and give an introductory overview of the technological, industrial and/or organisational context of the study.
1.2 Indicate the proposed topic of the research – what is the broad issue to be investigated?
1.3 Give reasons for selecting the particular problem - the rationale for the study.

2. Theory and research review

2.1 Give a preliminary overview of the relevant theories properly referenced (see Appendix 11). What research has already been done on this topic or in this field, and what important findings have been made thus far?
2.2 Describe the main theories, models and methods that currently exist.
2.3 Indicate whether a need exists for a new or improved theory and identify the key attributes of the desired theory and derived models or methods.
3. **Problem Statement and Research Objective/s**

3.1 Formulate the proposed problem statement in one paragraph, free from all elaboration and superfluous detail.

3.2 Give clear, complete and formal descriptions of the research question/s.

3.3 Describe the research objectives – what will be achieved?

3.4 Give clear, complete and formal descriptions of the research proposition/s or hypotheses. (See the framework provided on the next page.)

3.5 Indicate the relative weight of the following types of research that you propose to undertake:
   - Theory building research
   - Theory testing research
   - Theory application research

3.6 Indicate the importance of the problem – why should this particular problem be addressed?

3.7 Describe the limitations of the study and the assumptions on which the research will be based.

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**FRAMEWORK FOR RESEARCH OBJECTIVES**

- **Problem Statement**
  - What is the problem?

- **Research Questions**
  - Considering the problem, what are the questions that has to be answered?

- **Research Objectives**
  - What would you achieve by answering these questions?

- **Research Propositions**
  - Statements about the problem, offered for consideration or acceptance.

- **Hypotheses**
  - Testable expectations about the research questions, logically derived from the propositions, theory and/or observations.

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4. **Expected Contributions**

4.1 Describe the expected nature of the results.

4.2 What will the contribution(s) of the research results be? Describe the contributions towards scientific knowledge and what other values the
research will have.

4.3 Who will benefit from the research?

5. **Research Strategy**

5.1 Present the proposed approach and strategy for performing the research.
5.2 Describe the method of study or research design and methodology to be followed.
5.3 Indicate the proposed research instrument/s (questionnaire, case study, interview) and method of data collection. Give some justification of why the methods are proposed.
5.4 Give a proposed project plan and schedule for performing the research.

6. **Proposed Table of Contents of Thesis/Dissertation/Report**

Give a proposed chapter plan and a preliminary outline of the chapter divisions. The following is the preferred structure for all theses/dissertations/reports:

- **Preliminaries**
- Chapter 1: Introduction/Background
- Chapter 2: Theory and research review/Theoretical background
- Chapter 3: Theoretical framework/Conceptual model or method
- Chapter 4: Research design and methodology
- Chapter 5: Results: Data gathered and analysis
- Chapter 6: Conclusions and recommendations
- List of references and appendices

7. **Conclusion**

A concluding statement on the feasibility of completing the study as proposed.

8. **References and preliminary bibliography**

8.1 List all the references that have been referred to, in the prescribed format (see Appendix 9: Policy, procedures and regulations and Appendix 11).
8.2 Give a preliminary bibliography listing the most important and recent specialist literature that has been consulted.

9. **Personal information**

Give the following information:
- Name and student number
- Postal address
- E-mail address and telephone number(s)
- Your complete academic record(s) as well as work history.
- A list of your previous research results, e.g. research reports, masters dissertation, publications, articles, conference papers, etc.
8. STRUCTURE OF DISSERTATIONS/THESES/REPORTS.

The dissertation/thesis/report is the final embodiment of your research project. It is a reconstruction and documentation of the logic of your research. The research logic for theory/model/method-building, -testing and -application empirical studies are shown as a flowchart in Appendix 10. In the rest of this discussion only the term “theory” will be used, but it could also mean any models or methods derived from or based on the theory.

The dissertation/thesis/report should start with the research problem, followed by the research design, the evidence and the conclusions. The reader should never be in doubt as to where you are in this process. You should indicate this clearly in introductory and closing paragraphs in each chapter. Here are some guidelines for the structure of the dissertation/thesis/report:

Preliminaries
The dissertation/thesis/report should start with a Title Page, Acknowledgements, Summary/Abstract, Table of Contents and List of tables/List of figures.

Chapter 1: Introduction/Background

Chapter 1 should contain background information regarding the technological, industrial and organisational setting for the study. It should describe and give a thorough overview of the historical development and current state of the industry, organisation/s and technology under investigation. It should present the reasons for selecting the particular problem - the rationale for the study - as well as a statement of the research problem (and/or research objectives or research question/s). You should identify the key attributes of the desired theory and derived models or methods that is required to solve the research problem. Your objective could read: “To [develop a new] or [test the] or [apply the] theory for …”. Your goal could be to show that the theory you have developed, tested or applied is valid and useful for solving the research problem (or answering the research question/s). See Mouton (2001:122) for detailed instructions on writing this chapter. Sub-headings for this chapter could be:

1.1 Introduction
1.2 Historical development and current state of the <industry, organisation/s and technology under investigation>
1.3 Research problem
1.4 Rationale for the study
1.5 Research objectives and/or research question/s
1.6 Key attributes of the desired theory and derived models or methods

Chapter 2: Theory and research review/Theoretical background

Chapter 2 should contain a comprehensive review of the theory and past research that represents the most authoritative scholarship in those fields related to the research problem. This should be a wide-ranging survey of the broad area of
interest, including work in related fields. You should indicate what research has been done and what theories currently exist and if any of them can or have been applied to the research problem. You have to show whether a ‘gap’ exists for a new or improved theory that is specifically tailored to the research problem. See Mouton (2001:123) for detailed instructions on writing this chapter. Sub-headings for this chapter could be:

2.1 Theory and research review
2.2 Current theories
2.3 Need for a new or improved theory (optional for theory-building research)

Text references should use a reference number and the author’s name (if necessary). (See Appendix 11 for more detail.) For example;

“Landman (1998:12) points out that without a thorough literature study, on which adequate time has been spent, the research work in question can only be considered superficial and naive.”

OR

“Without a thorough literature study, on which adequate time has been spent, the research work in question can only be considered superficial and naive (Landman 1998:12).”

The reference number refers to Landman's work as shown in the list of references at the end of the dissertation/thesis/report (see last item in this chapter).

Chapter 3: Theoretical framework/Conceptual model or method

In chapter 3 you will present the current and proposed theory and derived models or methods that are directly relevant to your research problem. The theory should be embodied in conceptual models (graphical, mathematical or schematic descriptions or analogies) or practical methods (procedures or techniques).

For a theory-testing or -application study, you will present the models or methods you wish to test or apply. The relevant current theories should be extracted from Chapter 2, integrated and presented again in summarised form.

For a theory-building study, you will use either deductive or inductive (retroductive) reasoning. When using deductive reasoning, the deduction of new theoretical propositions must be substantiated by references to real-world observations (Chapter 1) and past scholarship (Chapter 2). You have to describe how you developed your new or improved model or method based on the new theoretical proposition. You have to describe your model or method in detail and show that what you are proposing is new. Remember that applying a known model to a new application is also “new”.

Theories should be subjected to empirical testing to evaluate their validity. The deduction of testable hypothesis (expectations based on theory) can serve as a
useful methodological guide. When observational facts support a hypothesis, the
probability of its being true is increased, but if any contradicting facts are
uncovered, the hypothesis must be rejected. The hypotheses will also be useful
when doing the research design. This is a powerful methodology for theory testing
and should be used whenever appropriate. Hypotheses could be omitted when
using only retroductive reasoning (see Appendix 1). This is often the case in
surveys, case studies, exploratory, and application studies. Sub-headings for this
chapter could be:

3.1 Theories, models or methods to be used for this study.
3.2 Hypotheses (optional).

Chapter 4: Research design and methodology

Chapter 4 should contain your discussion of the research design and methodology
followed in your study in order to investigate the problem as formulated above.
Once you have specified your theory, model or method, you have to show that it is
valid (true) and/or useful. This you do by applying it to real-world case/s – this is
the empirical testing or application phase. This is where working with hypotheses
could be helpful, as they will determine the type of data required to test them.
Describe the data-gathering and data-analysis techniques and instruments you
intend using. See Mouton (2001:123) for detailed instructions on writing this
chapter. Sub-headings for this chapter could be:

4.1 Research strategy
4.2 Research methodology
4.3 Research instruments

Chapter 5: Results: Data gathered and analysis

Chapter 5 should contain the presentation and discussion of the data or
information collected and analysed in the study. This includes the testing of
hypotheses by showing that the observed facts support the hypotheses or not.
When using retroductive reasoning, this chapter will include the inference of new
hypotheses based on the observed facts. See Mouton (2001:124) for detailed
instructions on writing this chapter. Sub-headings for this chapter could be:

5.1 Data gathering process
5.2 Data or information gathered
5.3 Data analysis
5.4 Hypotheses testing
5.5 New hypotheses, theories, models or methods

Chapter 6: Conclusions and recommendations

In chapter 6 the main conclusions of the study are summarised, discussed and
interpreted, and where appropriate recommendations are made for further
research and practice or policy. You have to show that current theory or your
proposed theory and derived models or methods are supported by the research.
This is also where you could use retroductive reasoning to formulate new theory.
The most important conclusion is that you have achieved the stated objective: “To [apply/test/develop] theory/model/method for ...”. You have to convince the reader that you have made an important and unique contribution to the “state-of-the-art”. An honest appraisal of what you have accomplished is however also appropriate. Without diminishing the value of what you have done, you should state any shortcomings and areas for further research. This should be contained in the recommendations. See Mouton (2001:124) for detailed instructions on writing this chapter. Sub-headings for this chapter could be:

6.1 Research results  
6.2 Implications for and/or contributions to theory and practise  
6.3 Self-assessment  
6.4 Recommendations

List of references and appendices

List all the references by number in the order they were referenced. Adhere to the prescribed format (see Appendix 11: Referencing Method). See Mouton (2001:125) for detailed instructions on writing this part.

General Regulations G.58 and G.59 must be adhered to in the technical editing of the thesis/dissertation/report. Additional regulations that apply in the Department of Engineering and Technology Management are given in Appendix 14.

9. WRITING A RESEARCH ARTICLE FOR A SCIENTIFIC JOURNAL

It is a requirement of the Department of Engineering and Technology Management that all post-graduate students submit research articles for publication in scientific journals. The following are the main requirements that has to be adhered to:

9.1 Authors

The student and his/her study leader/s are the authors or the articles. The name of the individual who was the principle writer of the article (usually the student) should appear first when the names of the authors are given. The affiliation of the authors must be given. Students must give their affiliation as the Department of Engineering and Technology Management, University of Pretoria and not their employer’s name.

9.2 Accredited journals

Articles may only be submitted for publication in peer-reviewed scientific journals accredited by the South African Department of Education (DOE). The accredited journals are those listed in ISI, IBSS and a list of South African journals. They are available from the following websites:

ISI: http://www.isinet.com/cgi-bin/mlist/loptions.cgi?PC=master  
IBSS: http://www.lse.ac.uk/collections/IBSS/about/journals.htm
The following are some high-quality journals to consider for the publication of research articles:

<table>
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<tr>
<th>JOURNAL TITLE</th>
<th>DOE</th>
<th>ISI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academy of Management Journal</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Academy of Management Review</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>American Journal of Mathematical and Management Sciences</td>
<td>✓</td>
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<tr>
<td>British Journal of Management</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>California Management Review</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Discovery and Innovation</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Harvard Business Review</td>
<td>✓</td>
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<tr>
<td>IEEE Transactions on Engineering Management</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>International Journal of Forecasting</td>
<td>✓</td>
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<tr>
<td>International Journal of Life Cycle Assessment</td>
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<td>✓</td>
</tr>
<tr>
<td>International Journal of Operations &amp; Production Management</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>International Journal of Management</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>International Journal of Technology Management</td>
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<td>✓</td>
</tr>
<tr>
<td>International Studies of Management and Organisation</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Issues in Science and Technology</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Journal of Engineering and Technology Management</td>
<td></td>
<td>✓</td>
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<tr>
<td>Journal of Management</td>
<td>✓</td>
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<tr>
<td>Journal of Management in Engineering</td>
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<td>✓</td>
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<tr>
<td>Journal of Management Studies</td>
<td>✓</td>
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<tr>
<td>Journal of Product Innovation Management</td>
<td>✓</td>
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<tr>
<td>Management Focus</td>
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<tr>
<td>Management International Review</td>
<td>✓</td>
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<tr>
<td>Management Science</td>
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<tr>
<td>Organizational Dynamics</td>
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<tr>
<td>Production and Operations Management</td>
<td>✓</td>
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<tr>
<td>Projectpro</td>
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<tr>
<td>R &amp; D Journal</td>
<td>✓</td>
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<tr>
<td>R &amp; D Management</td>
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<td>✓</td>
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<tr>
<td>Research &amp; Development</td>
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<td></td>
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<tr>
<td>Research-Technology Management</td>
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<td></td>
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<tr>
<td>Science &amp; Society</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>South African Journal of Business Management</td>
<td>✓</td>
<td></td>
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<tr>
<td>South African Journal of Economic and Management Sciences</td>
<td>✓</td>
<td></td>
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<tr>
<td>South African Journal of Industrial Engineering</td>
<td>✓</td>
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<tr>
<td>South African Journal of Science and Technology</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Strategic Management Journal</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Technology Analysis &amp; Strategic Management</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Technological Forecasting and Social Change</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Technology and Culture</td>
<td>✓</td>
<td></td>
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<tr>
<td>Technology in Society</td>
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<tr>
<td>Technology Review</td>
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<tr>
<td>Technovation</td>
<td>✓</td>
<td>✓</td>
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</tbody>
</table>
9.3 Structure of a research article

Appendix 12 contains guidelines for the structure of a research article.

9.4 Journal's instructions to authors

Every journal has its own instructions to authors for the articles they will accept for publication. These covers matters such as technical layout (e.g., paper size, font, line spacing, margins, page numbering, format of figures, tables and references, etc.) and method of submission (e.g., number of copies, electronic submission, etc.) These instructions are given in every copy of the journal. Students should therefore obtain a copy of the journal and follow their instructions when writing the article. Unless otherwise advised by their study leaders, MEM and MPM student’s articles will be submitted to the South African Journal of Industrial Engineering. Appendix 12 contains this journal’s instructions to authors.

10. COLLOQUIUM, SYMPOSIUM AND CONFERENCE PRESENTATIONS

Key requirements of scientific research are that it must be public and reproducible (by others). Therefore, an exposure of how the scientific research is structured and executed is of crucial importance, so that others are able to agree or disagree that the observed and/or measured event/s have (or have not) occurred (Page & Meyer 2000:12). It is therefore expected of researchers to present their research at colloquia, symposia and conferences.

10.1 Colloquia presentations

The Department of Engineering and Technology Management organises colloquia on a regular basis to give students the opportunity to present their research to academics and fellow students. It also forms part of the Research Management Process described in Section 6 of this Guide. MOT and PhD students are required to make a colloquium presentation whenever a milestone has been reached. MBA/MEM/MPM students make only two colloquium presentations: the first at the beginning (project proposal); and the second on completion of their research projects. Students MUST submit their presentations to their study-leaders, who must approve that it complies with the requirements as set herein, before they do their colloquium presentations.

The purpose of a colloquium presentation is twofold: 1) to give a progress report on completed work, and 2) to present your planning for the continuation of the research project and discuss any problems you are experiencing. The relative weight of the two parts will change as the project progresses - initially it will consist of only part 2), but after the completion of the project it will consist of only part 1).

The basic structure of a research presentation is the same as for a dissertation, thesis, research report or a research article. Typically, the presentation should
start with the research problem, followed by the research methodology, the findings and the conclusions. Here are some guidelines (and examples of PowerPoint slides) for the structure of a research presentation at a colloquium:

**Topic and author/s**

The presentation should start with the title of the presentation and name/s and field of study of the author/s.

**Current status/progress to date**

Give the current status of the project by presenting the progress to date in terms of the schedules of milestones (See Appendix 6).

**Introduction**

Present the background information regarding the technological, industrial and organisational setting of the study. Give the reasons for selecting the particular problem, as well as a statement of the research problem and/or research objectives and/or research question/s.
### Theoretical framework

Present a (short) review of the relevant scientific literature. Describe the current theories, models and methods that are relevant to the research problem. For a theory, model or method-building study, the deduction of new theoretical propositions, models or methods should be presented, as well as any working hypotheses.

<table>
<thead>
<tr>
<th>THEORETICAL FRAMEWORK</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Theory and research review.</td>
</tr>
<tr>
<td>• Current theories, models and/or methods. (Use graphics.)</td>
</tr>
<tr>
<td>• Proposed new theories, models or methods. (Use graphics.)</td>
</tr>
<tr>
<td>• Hypotheses.</td>
</tr>
</tbody>
</table>

### Research Methodology

Describe the research strategy/design and methodology followed in the study, including the methods used for data collection and analysis. Discuss the testing of hypotheses and the derivation of new theoretical propositions, models or methods when using retroductive reasoning.

<table>
<thead>
<tr>
<th>RESEARCH METHODOLOGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Research strategy/plan</td>
</tr>
<tr>
<td>• Research instruments (e.g. survey questionnaires)</td>
</tr>
<tr>
<td>• Data collection</td>
</tr>
<tr>
<td>• Data analysis</td>
</tr>
<tr>
<td>• Hypotheses testing</td>
</tr>
<tr>
<td>• New hypotheses, theories, models or methods</td>
</tr>
</tbody>
</table>

### Conclusion

The main conclusions of the study should be summarised, interpreted and discussed. Where appropriate, recommendations should be made for further research or practice or policy.

<table>
<thead>
<tr>
<th>CONCLUSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Research results</td>
</tr>
<tr>
<td>• Implications for and/or contributions to theories, models and methods</td>
</tr>
<tr>
<td>• Recommendations for further research, practise and policy</td>
</tr>
</tbody>
</table>

### 10.2 Symposium and conference presentations

Students are encouraged to present their research at local and overseas symposia and conferences. Conference organisers usually require presenters to submit a paper (or an abstract) for publication in the proceedings. They have their own unique prescriptions for the format of the papers they will accept for publication. The guidelines for writing conference papers are the same as for journal articles (see Appendix 12).
The basic structure of a conference presentation is the same as for a colloquium presentation, but would normally deal only with completed research.

10.3 Presenting skills

Presenters should prepare thoroughly for their presentations. Time utilisation is of the utmost importance as the time allowed is usually very limited and some time should also be allowed for questions and discussions. Typically speakers have 15 to 20 minutes for presentations at colloquia, symposia and conferences. Audio-visual aids should be used to best effect. The use of MS PowerPoint presentations have become the standard, but the use of posters, transparencies and flip-charts are acceptable.

The following are useful guidelines to presenters:

- Speak to the audience and not to the screen. Never turn your back to the audience. Have written notes or read from the computer display in front of you, but don't turn around to read what's on the screen.
- Project your voice by speaking to the furthest person in the hall and not to those closest to you.
- Don't read only what's on the screen or expect of the audience to do so. (If that is your intention, then why do the presentation? Just hand them a hard copy to read!). The purpose of the images on the screen is to provide the audience with a visual reference to what you are saying. It also allows you to show graphical images such as photographs, diagrams, flow-charts, etc. It is also useful as "speaker's notes" to remind you what to say next.
- When pointing to something on the screen, use an aid such as the arrow cursor of the computer (this works well in PowerPoint) or a pen (when using transparencies) or a laser pointer or a rod to point on the screen. Don't stand in front of the projected image and point with your hands!
- Be very careful not to clutter the images with too much detail. Use large fonts (recommended are Arial regular, 28 pt or larger for PowerPoint presentations.) and high contrast (dark colours on light background or vice versa).
- Practise presenting your presentation and time yourself. You will always take somewhat longer when you present it in front of an audience, so allow for this. A good rule-of-thumb is that you cannot get through more than one slide per minute at most! More complicated slides like diagrams that need a lot of explaining will take much longer.
- Pay attention to voice intonation (do not speak in a monotonic way) and non-verbal communication (body language; do not stand as a salt pillar, do not jump around).
APPENDIX 1: GLOSSARY OF RESEARCH TERMS

Assumption
A fact or statement taken for granted (assuming it to be true).

Axiom
A statement accepted as true or a self-evident truth

Concept
Abstract or generic idea generalized from particular instances

Conceptual
Relating to, or consisting of concepts

Conjecture
A proposition before it has been proved or disproved.

Empirical
Originating in or based on observation or experience

Fiction
A fiction is either a deliberate or an unintentional fantasy, which is not based on reality. Sometimes a false assumption (fiction) can be introduced deliberately for the purpose of clarifying a scientific problem methodologically. (Gitt, 1997)

Hypothesis
A tentative assumption made in order to draw out and test its logical or empirical consequences. A hypothesis is an unverified scientific conjecture which contains speculations, and which amplifies an incomplete empirical result, or provisionally explains some fact. If a hypothesis serves as a methodological guide when a new research project is undertaken, it is known as a working hypothesis. When observational facts support a hypothesis, the probability of its being true is increased, but if ONE contradicting fact is uncovered, the hypothesis must be rejected (falsification). (Gitt, 1997)
A hypothesis is usually stated as a testable expectation, logically derived from a proposition, theory or observation.

Method
A way, technique, or process of or for doing something

Methodological
Relating to method

Methodological study
Study aimed at developing a new method, process or technique.

Model
A graphical, mathematical or schematic description or analogy of a system of
postulates, data, and inferences. Models are representations of reality. Only the most important properties are reflected, and minor or unrecognised aspects are not covered. Models are important because of their illustrativeness. A model is a deliberate but simplified representation of reality and it describes observed structures in a readily understandable way. It is possible to have more than one model for a given reality, and, because it is by nature provisional and simple, any model can always be improved upon. (Gitt, 1997)

Model-building study
Study aimed at developing a new model and theory to explain a particular phenomena. (Mouton 2001:176 - 178.)

Notion
Conception or impression of something known, experienced, or imagined

Paradigm
When a certain theory (or a system of hypotheses, or a world-view) pervades entire fields of research or an entire scientific era, it is known as a paradigm. Such a view then dictates the scope for specific researches and delineates the presuppositions used for explaining individual phenomena. If a system of hypotheses has been derived from presuppositions dictated by a world-view, it usually cannot be reconciled with the available facts. (Gitt, 1997)

Postulate
To claim as true, existent, or necessary

Proposition
Something offered for consideration or acceptance usually stated in sentence form near the outset

Research
Investigation or experimentation aimed at the discovery and interpretation of facts, revision of accepted theories or laws in the light of new facts, or practical application of such new or revised theories or laws. (Merriam-Webster Collegiate Dictionary)

Research is original investigation undertaken to gain knowledge and/or enhance understanding. Research specifically includes the creation and development of the intellectual infrastructure of subjects and disciplines (e.g. through dictionaries, scholarly editions, catalogues and contributions to major research databases); the invention or generation of ideas, images, performances and artefacts where these manifestly embody new or substantially developed insights; the use of existing knowledge to produce new or substantially improved materials, devices, products, policies or processes. It specifically excludes routine testing and analysis of materials, components, instruments and processes, as distinct from the development of new analytical techniques; the development of teaching materials and teaching practices that do not embody substantial original enquiry. (National Research Foundation)
Speculation
When a statement is based purely on discussion, fantasy, imagination, or contemplation, and does not correspond to reality, it is speculation, or merely an intellectual game. Because no actual experimentation is involved, it is easy to make undiscoverable mistakes. In thought experiments difficulties can easily be evaded, undesirable aspects can be suppressed, and contradictions can be deftly concealed. Thought experiments can probably raise questions, but cannot answer any; only actual experimentation can provide answers. Mere speculation without experimentation and observation is not science, neither is pure deduction from arbitrary presuppositions, nor is a biased selection of observations. Even the most abstract theory should not lose contact with reality and experimentation; it must be empirically verifiable. Thought experiments as well as deductions from philosophical postulates not based on observation, are speculations. (Gitt, 1997)

Supposition
Something that is supposed to be true.

Theory
A plausible or scientifically acceptable general principle or body of principles offered to explain phenomena. Theories endeavour to explain facts in a unified representation of models and hypotheses. To put it briefly, a theory is a scientific statement based on empirical findings. Since empirical results are seldom final, theories are of a provisional nature, and the inherent hypothetical element inevitably causes uncertainty - in the best case a statement can be made in terms of specific probabilities. Theories are therefore a means of tying observed facts together, and the best theories are those, which attain this objective with the least number of inconsistencies. (Gitt, 1997)

Theorem
An idea, proposition, or statement accepted or proposed as a demonstrable truth often as a part of a general theory

Verification
Verification means that a statement is tested experimentally. The result of such verification is not generally valid, however. It holds strictly only for cases that have actually been confirmed, because the possibility that hitherto unknown counter examples may exist cannot be excluded. If one contradictory case is found, then the statement is rejected (falsified!). This can also be expressed as follows: It is not possible to verify a theory; a theory can only be falsified. A theory is good if it could be falsified very easily, and when it survives all open criticisms and tests, it can be accepted. (Gitt, 1997)
APPENDIX 2: SUBJECTS IN ENGINEERING AND TECHNOLOGY MANAGEMENT

Decision Analysis
Development Management
Engineering Economics
Engineering Logistics
Engineering Management
Entrepreneurship
Financial Management
General Management
Information Management
Innovation Management
  • Understanding the Dynamics of Technological Change (Substitution, Diffusion, Products and Processes Evolution, Performance Trajectories)
  • Assessment of Technological Threats and Opportunities (Emerging Technologies Assessment, Technology Forecasting, Technological Landscape Scanning and Monitoring, Competitive Intelligence)
  • Impact Assessment of Technologies
  • Innovation Strategies and Methodologies
  • Appropriate Technology and Appropriate Best Practice
  • Technology Audits
  • Technology Transfer Mechanisms
  • Adoption, Uptake and Diffusion of Technology
  • Incubation of Technology-based Companies (SMMEs)
  • National Innovation System and Policy
  • National Technology Policy Initiatives
  • Impact of Technology on Competitiveness and Quality of Life
  • Related Research Areas (Strategic Management of Technology, Research and Development Management, Entrepreneurship, Commercialisation, Manufacturing, Economic Analysis, Intellectual Property Protection, Marketing, Political and Environmental Assessments)
Law of Contract
Maintenance Management
Marketing Management
New Ventures & Entrepreneurship
Operations Management
People Management
Production and Operations Management
Project Contract Management
Project Cost Management
Project Financial Management
Project Human Resource Management
Project Management
Project Quality Management
Project Risk Management
Project Systems Engineering
Quality Management
R&D Management
Safety, Health & Environment Management
Strategic Management
Systems Engineering
Technology Management

APPENDIX 3: SUBJECT LITERATURE FOR ENGINEERING AND TECHNOLOGY MANAGEMENT

Textbooks
Textbooks prescribed and recommended by the lecturers in the Engineering and Technology Management programmes.

Journals

List of relevant journals:
Academy of Management Journal
Academy of Management Review
American Journal of Mathematical and Management Sciences
British Journal of Management
California Management Review
Harvard Business Review
IEEE Engineering Management Journal
IIE Transactions
Industrial and Corporate Change
Industry and Innovation
International Journal of Forecasting
International Journal of Innovation Management
International Journal of Management
International Journal of Technology Management
International Journal of Project Management
International Studies of Management and Organisation
Issues in Science and Technology
Journal of Engineering and Technology Management
Journal of Management
Journal of Management Studies
Journal of Product Innovation Management
Management Focus
Management International Review
Management Science
Organizational Dynamics
Project Management Journal
Prometheus
R & D Journal
R & D Management
Research & Development
Science & Society
South African Journal of Business Management
South African Journal of Economic and Management Sciences
South African Journal of Industrial Engineering
South African Journal of Science and Technology
Strategic Management Journal
Strategic Management Journal
Technological Forecasting and Social Change
Technology and Culture
Technology in Society
Technology Review
Technovation

*International conference proceedings*
International Conference on Management of Technology (IAMOT)
International Conference on Management of Technology (ICMOT)
The International Conference on Management of Innovation and Technology (ICMIT).
International Conference on Industrial Engineering and Operations Management. [http://www.iamot.org](http://www.iamot.org)

EURO Working Group on Project Management and Scheduling

IEEE Engineering Management Conference


PMI Conference (USA)

International Society for Professional Innovation Management (ISPIM) Conference. [http://www.ispim.org](http://www.ispim.org)


The R&D Management Conference. [http://www.radma.org](http://www.radma.org)

ISPE International Conference on Concurrent engineering. [http://www.ceconf.com](http://www.ceconf.com)

*Master’s Dissertations and PhD Theses*
Visit the UP electronic theses and dissertations service (UPeTD) web site at [http://upetd.up.ac.za](http://upetd.up.ac.za) for detailed information.
### APPENDIX 4: RESEARCH FLOWCHART

#### PHASE 1: RESEARCH PROPOSAL

**Actions:**
- Initiating problem or assignment (Research idea)
- First environmental scanning
- First theory and research survey
- Definition of the research problem
- Propose title for dissertation/thesis/report
- Proposed research methodology
- Estimation of potential for success

**Output:** *Research Proposal Document*

**Baseline 1: Research Proposal Review**
- Approval of *Research Proposal* by Research Committee of Department
- Colloquium presentation

**Milestone 1: Research Proposal Approved**

#### PHASE 2: RESEARCH PLAN

**Actions:**
- Comprehensive environmental scanning
- Comprehensive theory and past research survey
- Conceptual model/s, propositions and hypotheses
- Choice of research design
- Development of data-gathering techniques and instruments

**Output:** *Research Plan* consisting of:
- 1st Draft of Chapter I (Background, Research Question/s)
- 1st Draft of Chapter II (Theory and research review)
- 1st Draft of Chapter III (Conceptual Model [or Theory or Method])
- 1st Draft of Chapter IV (Research design and methodology)
- List of references and appendices

**Baseline 2: Research Plan Review**
- Approval of *Research Plan* by Research Committee of Department
- Approval of *Research Instruments* (e.g. questionnaires) by Faculty Committee for Research Ethics and Integrity
- Colloquium presentation

**Milestone 2: Research Plan Approved**

---

2 All research involving interaction with people must be submitted to the Ethics Committee of the Faculty for approval. The application form for approval is available on the faculty website at [http://www.up.ac.za/ebit/r_ethics.html](http://www.up.ac.za/ebit/r_ethics.html).
## PHASE 3: RESEARCH EXECUTION

**Actions:**
- Execution of data-gathering
- Execution of analysis
- Model (or Theory or Method) building or testing

**Output:** *Research Report* consisting of:
- 2nd Draft of Chapter I
- 2nd Draft of Chapter II
- 2nd Draft of Chapter III
- 2nd Draft of Chapter IV
- 1st Draft of Chapter V (Results: Data gathered and analysis)
- List of references and appendices

**Baseline 3: Research Review**
- Approval of *Research Report* by Research Committee of Department
- Colloquium presentation

**Milestone 3: Research approved**

## PHASE 4: WRITING OF DISSERTATION/THESIS/REPORT

**Actions:**
- Finalise Chapters I to V
- Write Chapter VI with interpretation and findings
- Proof reading and compilation of draft dissertation/thesis/report
- Write article/s for peer-reviewed international journals

**Output:** *Draft dissertation/thesis/report*

**Baseline 4: Dissertation/thesis/report Review**
- Approval of draft dissertation/thesis/report by Research Committee of Department
- Approval of draft article/s for peer-reviewed international journals
- Colloquium presentation

**Milestone 4: Dissertation/thesis/report Approved**
<table>
<thead>
<tr>
<th>PHASE 5: EXAMINATION AND DISSEMINATION OF RESEARCH RESULTS</th>
</tr>
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<tbody>
<tr>
<td><strong>Actions:</strong></td>
</tr>
<tr>
<td>• Preparation, bind and distribute examination copies of</td>
</tr>
<tr>
<td>dissertation/thesis/report</td>
</tr>
<tr>
<td>• Submit article/s to peer-reviewed international journals</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
</tr>
<tr>
<td>* Dissertation/thesis/report</td>
</tr>
<tr>
<td>* Published article/s in peer-reviewed international journals</td>
</tr>
<tr>
<td>* Symposium or Conference presentation/s</td>
</tr>
<tr>
<td><strong>Baseline 5: Examination</strong></td>
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<tr>
<td>• Internal and external examination</td>
</tr>
</tbody>
</table>
PHASE 1: RESEARCH PROPOSAL
- Environmental scanning
- First literature survey
- Definition of research problem
- Proposed title for dissertation/thesis/report

Milestone 1               Approved

PHASE 2: RESEARCH PLAN
- Comprehensive literature survey
- Research design

Milestone 2              Approved

PHASE 3: RESEARCH EXECUTION
- Data gathering
- Data analysis

Milestone 3               Approved

PHASE 4: DISSERTATION/THESIS/REPORT
- Finalise Chapters I to V
- Write Chapter VI & journal article/s

Milestone 4                  Approved

PHASE 5: EXAMINATION
- Prepare, bind and distribute copies of dissertation/thesis/report
- Submit journal article/s

FINISH

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APPENDIX 5: NOTES ON THE RESEARCH PROCESS
(Adopted from Malan, Coetzee & Van Breda 1992, P. 37)

1 INITIATING PROBLEM OR ASSIGNMENT

1.1 Possible initiators for research
- To enlighten or confirm a current theory
- To resolve conflicting findings
- To correct faulty methodology or use of inappropriate techniques
- To solve existing practical problems

2 FIRST THEORY AND RESEARCH SURVEY

2.1 Functions of the Theory and Research Survey
- Recognition of the meaningful and relevant
- Gauging the quality of other research
- Raise a critical attitude
- Schooling in fine observation (also of traps)

2.2 Information Sources
- Primary and secondary sources
- Literature types
- Comprehension literature
- Research literature

2.3 Role of the Theory and Research Study
- Selection of research theme
- To define the boundaries of the terrain
- To delimit the scope of the research
- Choice of procedures, techniques and instruments
- To avoid unnecessary repetition
- To evaluate meaningfulness of own findings
- To formulate hypotheses sharper
- To do more purposeful research

2.4 Documentation Systems

2.5 Performing Source Studies
- Start with most recent work
- Start with recognised authors
- Start with articles, dissertations and theses
- Start with each source by first reading the abstract or summary to judge relevance

2.6 Make notes
- Bibliography cards
- Contents cards
• Numbering
• Allow for expansion of card system

3 DEFINITION OF RESEARCH PROBLEM

3.1 Precise demarcation of problem
• Proceeding from the initiating problem or assignment (Step 1) and in the light of the theory and research survey (Step 2), demarcate the problem precisely
• Give notional (concept) definitions
• Give functional or operational definitions

4 ESTIMATION OF POTENTIAL FOR SUCCESS

4.1 Considerations for the estimation of potential for success

4.1.1 Practicability
• Own capabilities and training
• Is the data available?
• Are there sufficient financial resources?
• Do you have the time?
• Do you have enough interest and perseverance?

4.1.2 Uniqueness
To ensure that a student does not duplicate the topic/title of his/her Dissertation/Thesis/Report, a search has to be carried out on the Research Report database of the National Research Foundation. To do the search, follow the instructions below:

Go to the Academic Information Service website: http://www/ais/up.ac.za
Select: Information Resources
Select: Databases
Select: H
Select: Human Sciences Research Council
Select: Research Projects

Use the following password and ID
ID: zup01 or zup 02 to zup 05
Password: up

Search the database to ensure that the intended topic/title is not a duplicate of previous or current research.

4.1.3 Scope

4.1.4 Actuality

4.1.5 Polyvalence (many values)
4.1.6 Return on effort

4.1.7 Integration with daily work

4.1.8 Decision to proceed, change planning or abandon theme.

5 SECOND THEORY AND RESEARCH SURVEY

6 CHOICE OF RESEARCH UNDERTAKING

6.1 Time orientation
- Past – Library research
- Present – Field research
- Future – Laboratory research

6.2 Depth of research
- Describe
- Compare (and if possible, predict)
- Evaluate (including diagnostics)

6.3 Degree of generalisation
- Basic research
- Applied research
- Commissioned research (including Contract Research)
- Action research

6.4 Research undertaking
- Testing investigation
- Instrumental-nomological investigation
- Descriptive investigation
- Explorative investigation
- Interpretive-theoretical investigation

7 HYPOTHESES

7.1 Definition, nature and purpose of hypotheses
- Preliminary solution
- Expectation
- Based on existing knowledge

7.2 Characteristics of a good hypothesis
- Compatible with previous research
- Reasonable explanation
- Terse
- In operational terms
- Testable within a reasonable time

7.3 Types of hypotheses
Based on derivation
Inductive hypothesis
Deductive hypothesis
Based on proposition
Research hypothesis
Unguided
Directive
Null hypothesis (statistical hypothesis)

8 CHOICE OF DATA-GATHERING TECHNIQUES
Perusal
Observation
Questioning (consultation)
Measurement

9 CHOICE (AND DEVELOPMENT) OF DATA-GATHERING INSTRUMENTS

9.1 Controlling if data-gathering techniques has the desirable attributes
Reliability
Validity
Sensitivity
 Appropriateness
Objectivity
Feasibility
Ethical acceptability

10 DEVELOPMENT OF PLAN OF ANALYSIS
Choice of analytical techniques that are appropriate for type of research, inter-alia statistical techniques
Clearing with computer personnel (if required)

11 DESIGN OF DATA-GATHERING PLAN
Training of co-workers (fieldworkers)
Experimental design
Scheduling of key dates

12 CHOICE OF THE INVESTIGATION GROUP
Sampling
Singular random individual sampling
Systematic sampling
Stratified sampling
Batch sampling

13 PRELIMINARY INVESTIGATION
Trail run for data-gathering approach
Opportunity to test data-gathering method
Opportunity to test data-gathering instrument and to refine it
Opportunity to test data-processing technique
• Opportunity to familiarise co-workers with the instrument
• Opportunity to familiarise co-workers with the analysis of the data
• Opportunity to make final choices regarding
  o Approaches
  o Techniques
  o Instruments
• Opportunity to formulate hypotheses more precisely
• Opportunity to identify intervention variables and to eliminate/control them

14 EXECUTION OF DATA-GATHERING

14.1 Dual responsibility
• Towards the research
• Towards the research object/s
• Prior to data-gathering
• During data-gathering
• After data-gathering

14.2 Essential attributes of the data-gathering situation
• Standardisation
• Provision for the unforeseen
• Sufficient time

15 EXECUTION OF ANALYSES

16 REPORT WRITING

17 DISSEMINATION
APPENDIX 6: SCHEDULE OF MILESTONES

Milestone 1: Research Proposal Review

Phase 2

Milestone 2: Research Plan Review

Literature survey & research design. Write chapters I to IV

Phase 3

Milestone 3: Research Review

Data gathering & analysis Write chapter V

Phase 4

Milestone 4

Finalise dissertation/thesis/report

Exam

Time in months for a two-year research project

KEY MILESTONE DATES

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PLEASE NOTE: The above table contains only approximate dates. Students must consult their study guides for the exact dates applicable to a particular academic year.
APPENDIX 7: REVIEW REPORTS

A11/1 PROPOSAL REVIEW REPORT
A11/2 RESEARCH PLAN REVIEW REPORT
A11/3 RESEARCH REVIEW REPORT
A11/4 DISSERTATION/THESIS/REPORT REVIEW REPORT
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## LANGUAGE USAGE

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## TABLE OF CONTENTS

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## INTRODUCTION AND BACKGROUND

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<td>• Clear statement of the proposed topic of the research – what is the broad issue to be investigated?</td>
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<td>• Sufficient reasons given for selecting the particular problem - the rationale for the study.</td>
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<td>THEORY AND PAST RESEARCH REVIEW</td>
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<td>• Standard of literature sources (Textbooks, Journal Articles, etc.)</td>
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<td>• Indication of what research has already been done on this topic or in this field.</td>
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<td>• Main theories, models and methods that currently exist mentioned.</td>
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<td>• Indication of whether a need exists for a new or improved theory and the key attributes of the desired theory and derived models or methods.</td>
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<td>• Indication of the importance of the problem.</td>
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<td>• Clearly stated research objective/s – what will be achieved?</td>
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<td>• Indication of type of research: theory building, theory testing, or theory application research.</td>
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<td>• Preliminary descriptions of the research proposition/s and/or hypotheses.</td>
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<td>• Indication of the limitations of the study and the assumptions on which the research will be based.</td>
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<td>• Indication of the expected contribution(s) towards scientific knowledge and other values of the research.</td>
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<td>• Indication of who will benefit from the research?</td>
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### PROPOSED RESEARCH STRATEGY

**Requirements:**
- Proposed approach and strategy for performing the research.
- Proposed research design and methodology to be followed.
- Proposed research instrument/s (questionnaire, case study, interview) and method of data collection.
- Justification of why the methods are proposed.
- Proposed project plan and schedule for performing the research.

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### PROPOSED TABLE OF CONTENTS OF THESIS/DISSERTATION/REPORT

**Requirements:**
- Proposed chapter plan and a preliminary outline of the chapter divisions.

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### CONCLUSION

**Requirements:**
- Concluding statement on the feasibility of completing the study as proposed.

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### REFERENCES AND BIBLIOGRAPHY

**Requirements:**
- Complete list of references.
- Referencing Method (See *Research Guide for Post-Graduate Students*.)
- Preliminary bibliography listing the most important and recent specialist literature that has been consulted.

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### PERSONAL INFORMATION

**Requirements:**
- Name and student number
- Postal address
- E-mail address
- Telephone number(s)
- Complete academic record(s) as well as work history.
- List of previous research output, e.g. research reports, masters dissertation, publications, articles, conference papers, etc.

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### GENERAL COMMENTS


### REVIEW COMMITTEE FINDING

1. Proposal approved as submitted

2. Proposal approved with changes as indicated. (Study leader to approve changes)

3. Proposal to be resubmitted to Research Committee with changes as indicated.

4. Proposal rejected for reasons as stated.

---

Chairperson of Research Committee

Date

© Copyright University of Pretoria

Issue 14, 26 July 2004
# Research Plan Review Report
(Milestone 2 Report)

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**LANGUAGE USAGE**

**Requirements:**
- Formal South African English.
- Scientific style (e.g. “It was found…” not “I found …”).
- Paragraphs, numbering, etc. (See UP Guidelines for the Preparation of Written Assignments http://www.up.ac.za/asservices/ais/assign.pdf and departmental procedure documents.)
- Use of scientific research terms. (See Appendix 1: Glossary of research terms, Research Guide for Post-Graduate Students)

**FIRST DRAFT OF CHAPTER I (BACKGROUND, RESEARCH QUESTIONS)**

**Requirements:**
- Background information regarding the technological, industrial and organisational setting for the study, including an overview of the historical development and current state of the industry, organisation/s and technology under investigation.
- Statement of the research problem and research question/s.
- Reasons for selecting the particular problem - the rationale for the study.
- Length of chapter

**FIRST DRAFT OF CHAPTER II (THEORY AND RESEARCH REVIEW)**

**Requirements:**
- Comprehensive review of the literature that represents the most authoritative scholarship on the theory and past research of the problem.
- Description of the theories that currently exist and if any of them can or have been applied to the research problem.
- Does a ‘gap’ exist for a new or improved theory/method that is specifically tailored to the research problem (theory-building research)?
- Length of chapter
### FIRST DRAFT OF CHAPTER III (CONCEPTUAL MODEL / THEORY / METHOD)

**Requirements:**
- Description of current theories in terms of conceptual models (graphical, mathematical or schematic descriptions or analogies) or practical methods (procedures or techniques).
- Deduction of new theoretical propositions, substantiated by references to real-world observations (Chapter 1) and past scholarship (Chapter 2). (Only for *theory-building deductive research*, see Appendix 10.)
- Development of new or improved models or methods based on the new theoretical proposition.
- Logical deduction of working hypothesis (*theory building research*) or testable hypothesis (*theory-testing or theory-application research*).
- Length of chapter

### FIRST DRAFT OF CHAPTER IV (RESEARCH DESIGN AND METHODOLOGY)

**Requirements:**
- Presentation of the Research Design (type of research, proposed research methodology) for empirical testing or application of theory.
- Choice of data-gathering and data-analysis techniques and instruments (Will the data be sufficient to scientifically test the working hypotheses?).
- Length of chapter
- Research Instruments approved by *Faculty Committee for Research Ethics and Integrity*?

### REFERENCES AND BIBLIOGRAPHY

**Requirements:**
- Complete list of references.
- Referencing Method (See *DETM Research Guide for Post-Graduate Students*.)
- Preliminary bibliography listing the most important and recent specialist literature that has been consulted.
## REVIEW COMMITTEE FINDING

1. Draft of Chapters I - IV approved as submitted - Milestone 2 achieved.

2. Draft of Chapters I - IV approved with changes as indicated - Milestone 2 achieved. (Study leader to approve changes)

3. Draft of Chapters I - IV to be resubmitted to Research Committee with changes as indicated.

---

Chairperson of Research Committee

Date

---

© Copyright University of Pretoria

Issue 14, 26 July 2004
The image contains a template for a Research Review Report. The template includes fields for the title, student, study leader/s, programme, revision date, and reviewer/s. The template is structured as a table with columns for different categories and rows for each category to be filled in. The template is an official form used by the UNIVERSITY OF PRETORIA, SCHOOL OF ENGINEERING, DEPARTMENT OF ENGINEERING AND TECHNOLOGY MANAGEMENT for milestone 3 reports in various programmes such as PhD, MOT, MEM, MPM, and MBA. The form is designed to be filled out with specific details for each research project.
**LANGUAGE USAGE**

**Requirements:**
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- Paragraphs, numbering, etc. (See UP Guidelines for the Preparation of Written Assignments http://www.up.ac.za/asservices/ais/assign.pdf and departmental procedure documents.)
- Use of scientific research terms. (See Appendix 1: Glossary of research terms, Research Guide for Post-Graduate Students)

**SECOND DRAFT OF CHAPTERS I, II, III AND IV**

**Requirements:**
- Chapter 1: Introduction/Background
- Chapter 2: Theory and research review/Theoretical background
- Chapter 3: Theoretical framework/Conceptual model or method
- Chapter 4: Research design and methodology
- Length of chapters

**FIRST DRAFT OF CHAPTER V (RESULTS: DATA GATHERED AND ANALYSIS)**

**Requirements:**
- Presentation and discussion of the data or information collected.
- Analysis and discussion of the data or information collected (Is the data sufficient to scientifically test the working hypotheses?).
- Testing of hypotheses (does the observed facts support the hypotheses or not.)
- Inference of new hypotheses based on the observed facts (reductive reasoning).
- Length of chapter

**REFERENCES AND BIBLIOGRAPHY**

**Requirements:**
- Complete list of references.
- Referencing Method (See DETM Research Guide for Post-Graduate Students.)
GENERAL COMMENTS


REVIEW COMMITTEE FINDING

5. Research progress approved as submitted - Milestone 3 achieved.

6. Research progress approved with changes as indicated - Milestone 3 achieved. (Study leader to approve changes)

7. Research progress to be resubmitted to Research Committee with changes as indicated.

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- Paragraphs, numbering, etc.  
(See [UP Guidelines for the Preparation of Written Assignments](http://www.up.ac.za/asservices/ais/assign.pdf) and departmental procedure documents.)

**Mark** | **Comments**
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### PRELIMINARIES

**Requirements:**
- Title Page
- Acknowledgements
- English summary (<350 words - MOT)
- Afrikaans summary (<350 words - MOT)
- Table of Contents
- List of tables
- List of figures.

**Mark** | **Comments**
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### CHAPTER I (BACKGROUND, RESEARCH QUESTIONS)

**Requirements:**
- Background information regarding the technological, industrial and organisational setting for the study, including an overview of the historical development and current state of the industry, organisation/s and technology under investigation.
- Statement of the research problem and research question/s.
- Reasons for selecting the particular problem - the rationale for the study.
- Length of chapter

**Mark** | **Comments**
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### CHAPTER II (THEORY AND RESEARCH REVIEW)

**Requirements:**
- Comprehensive review of the literature that represents the most authoritative scholarship on the research problem.
- Description of the theories that

**Mark** | **Comments**
---|---
Currently exist and if any of them can or have been applied to the research problem.

- Does a ‘gap’ exist for a new or improved theory/method that is specifically tailored to the research problem (*theory-building research*)?
- Length of chapter

### CHAPTER III (CONCEPTUAL MODEL / THEORY / METHOD)

**Requirements:**

- Description of current theories in terms of conceptual models (graphical, mathematical or schematic descriptions or analogies) or practical methods (procedures or techniques).
- Deduction of new theoretical propositions, substantiated by references to real-world observations (Chapter 1) and past scholarship (Chapter 2). (Only for *theory-building deductive research*.)
- Development of new or improved models or methods based on the new theoretical proposition.
- Logical deduction of working hypothesis (*theory building research*) or testable hypothesis (*theory-testing or theory-application research*).
- Length of chapter

### CHAPTER IV (RESEARCH DESIGN AND METHODOLOGY)

**Requirements:**

- Presentation of the Research Design (type of research, proposed research methodology) for empirical testing or application of theory.
- Design and development of data-gathering techniques and instruments.
- Length of chapter
### CHAPTER V (RESULTS: DATA GATHERED AND ANALYSIS)

<table>
<thead>
<tr>
<th>Requirements</th>
<th>Mark</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Presentation and discussion of the data or information collected.</td>
<td></td>
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<tr>
<td>Analysis and discussion of the data or information collected.</td>
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<tr>
<td>Testing of hypotheses.</td>
<td></td>
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<tr>
<td>Inference of new hypotheses based on the observed facts (retroductive reasoning).</td>
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<td></td>
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<tr>
<td>Length of chapter</td>
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### Chapter VI (CONCLUSIONS AND RECOMMENDATIONS)

<table>
<thead>
<tr>
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<th>Comments</th>
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<tr>
<td>Presentation of conclusions of the research study (summarised, discussed and interpreted)</td>
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<tr>
<td>Contributions to theory (including derived models or methods) and practise.</td>
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<tr>
<td>Self-assessment of what has been accomplished (achievements and shortcomings).</td>
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<tr>
<td>Appropriate recommendations for further research and practice or policy.</td>
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### REFERENCES AND BIBLIOGRAPHY

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<thead>
<tr>
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<tr>
<td>Referencing Method (See DETM Research Guide for Post-Graduate Students.)</td>
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### APPENDIXES

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### JOURNAL ARTICLE/S

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<td></td>
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<tr>
<td>Conforms to Journal’s Instruction to Authors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Study-leader is co-author</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UP affiliation indicated</td>
<td></td>
<td></td>
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### GENERAL COMMENTS

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### REVIEW COMMITTEE FINDING

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<tr>
<td>2.</td>
<td>Dissertation/thesis/report approved with changes as indicated - Milestone 4</td>
</tr>
<tr>
<td></td>
<td>achieved. (Study leader to approve changes)</td>
</tr>
<tr>
<td>3.</td>
<td>Dissertation/thesis/report to be resubmitted to Research Committee with changes as indicated.</td>
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</table>

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Chairperson of Research Committee  
Date
### APPENDIX 8: RESEARCH IDEA

<table>
<thead>
<tr>
<th>Name:</th>
<th>Degree:</th>
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</thead>
</table>

**Problem statement (See Section 7):**

- ...
- ...
- ...
- ...

**Relevant theories – refer to problem area/subject (See Appendix 2):**

- ...
- ...

**Key subject literature references (See Appendix 3):**

- ...
- ...
- ...
- ...
- ...
- ...

**Proposed research methodology (See Section 4):**

- ...
- ...
- ...
- ...
- ...
- ...
- ...

Study leader:  
Signature:
APPENDIX 9: REFERENCES AND LITERATURE SOURCES

1. Policy, procedures and regulations


2. Research methodology


Saint-Germain, M.A., Research Methods. Excellent free online course available


3. Survey research


4. Case Study research


5. Policy research


6. Simulation


7. Qualitative research


5. Statistical analysis


6. Additional resources and references

Additional resources and references on UP regulations, research methodology, literature management, writing, ethics and formatting are available on the following website: http://upetd.up.ac.za/authors/create/index.htm
APPENDIX 10: RESEARCH LOGIC FOR THEORY-BASED EMPIRICAL RESEARCH

Chapter 1
The technological/industrial/organisational environment
Research problem

Chapter 2
Review of past research and current theories, models and methods.

Theory "gap"?

Yes

Theory-building research
Deductive reasoning
Description of current theory.
Deduction of new theoretical propositions
Working hypotheses
Data gathering and analysis
Hypothesis testing
New theory, supported?
Yes
No

Retroductive reasoning
Description of current theory.
Inference of new hypotheses
Induction of new theory, model or method

Chapter 3 & Chapter 4

Chapter 5

Chapter 6

Yes

No

Yes

No

Yes

No

Testable hypotheses
Hypothesis testing
Current theory supported?
Yes
No
APPENDIX 11: REFERENCING METHOD

"Academic" (and "Scientific") writing requires that sources be acknowledged EXPLICITLY. References should be given whenever statements are made that originates from another person's work or publications, even if rephrased. If such references are omitted the impression is created that they are the writers own work, thus amounting to plagiarism which can have serious consequences for your academic career and eventually for your professional career. More comprehensive information on plagiarism and its prevention is available online at http://upetd.up.ac.za/authors/create/plagiarism/students.htm. It is not acceptable to give a list of (unreferenced) sources at the end of the document. Material that was read but that is not specifically referred to, can be given in a bibliography.

The following method is prescribed for references to source material(s). These guidelines have been amended by the Departmental on 12 February 2004. In future students are required to use the Harvard Referencing System. For more details regarding this referencing system consult the following website http://upetd.up.ac.za/authors/create/reference.htm#harvard

1. REFERENCES USED IN THE TEXT

References in the text should be by author(s) (only surnames) with the date of publication, colon and page number in brackets, e.g.

Kash (1989:9) states that …
... were shown to be important issues (Tidd, Bessant & Pavitt 1997:21).

The second and following references to the same source only indicate the first author's surname, followed by et al, e.g.

Tidd et al (1997:37) recommend that…

When referring to one author quoted by another author, use the following format:

Abell (in Burgelman, Maidique & Wheelwright (2001:6)) stated that...
or Abell, as quoted by Burgelman, Maidique & Wheelwright (2001:6) stated...

2. REFERENCES USED IN TABLES AND FIGURES

References to sources, which relate to information contained in a table or figure, must appear immediately below the table or figure (preceded by “Source(s):”). (Cf. Table 1 as an example.)
Table 1 – The gross domestic product of the Republic of South Africa, 1990 - 1993

<table>
<thead>
<tr>
<th>Year</th>
<th>Gross domestic product 1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>247 315</td>
</tr>
<tr>
<td>1991</td>
<td>244 549</td>
</tr>
<tr>
<td>1992</td>
<td>238 711</td>
</tr>
<tr>
<td>1993</td>
<td>242 001 2)</td>
</tr>
</tbody>
</table>

1) Gross domestic product at constant 1990 prices.
2) Estimated value


3. FOOTNOTES

Footnotes can be used to clarify words or items in the text, figures or tables, but must NOT be used as a way of referencing. If any footnotes are required, Arabic numerals are used with one bracket as a superscript. Footnotes referring to words or figures in the text must appear at the bottom of the page. However, footnotes that relate to a table or figure must appear immediately below the table or figure. (Cf. Table 1 as an example.)

4. LIST OF REFERENCES

References must be provided at the end of the dissertation/thesis/report/article in the form of one consolidated and alphabetical list of all the sources referred to throughout the document.

The order of items in a reference is: The author’s surname, followed by his/her initials and a comma. The year of publication followed by a full stop. Next, the title of the publication is listed, with the first letter in upper case, and the rest in lower case. The title is printed in italics and is followed by a full stop. If there is more than one edition of a source, the number of the edition is listed next, followed by a full stop. This is followed by the name of the publisher, followed by a colon, followed by the place of publication, followed by a full stop. Special references can be included in brackets.

References should appear in the form of a list with “References” as a heading, as follows:

REFERENCES


Footnotes are used to clarify words or items


**Publications by institutions**

Publications by institutions (or the state) are regarded as being authored by the institution or state:


**Publications that appeared in scientific journals**

List the author’s /authors’ surname(s) and initial(s), followed by the year of publication. Next list the title of the article followed by a full stop, followed by the name of the journal, printed in italics or underlined, followed by a comma and the volume number followed by a colon and the page references followed by a full stop.

The format is as follows:


**Anonymous author**

If the author is unknown, the publisher take the place of the author(s), and all other details are listed as indicated above, e.g.,


**Anthology of the publications of various authors**

If the source consists of an anthology of the publications of various authors, use “In:” to indicate the source, e.g.:

Journals have their own unique prescriptions for the format of the articles they will accept for publication. The technical layout must be as prescribed by the journal. Unless otherwise advised by their study leaders, MEM and MPM student’s articles will be submitted to the South African Journal of Industrial Engineering. This journal’s instructions to authors are given at the end of this appendix.

The basic structure of a research article is the same as for a dissertation, thesis or research report. Typically, the article should start with the research problem, followed by the research design, the empirical evidence and the conclusions. Here are some guidelines for the structure of a research article:

**Preliminaries**

The article should start with the title, names and affiliations of the authors, and an abstract.

**Part 1: Background**

Part 1 should contain background information regarding the technological, industrial and organisational setting of the study. It should present the reasons for selecting the particular problem - the rationale for the study - as well as a statement of the research problem and/or research objectives and/or research question/s. Sub-headings for this part could be:

1.1 Introduction
1.2 Historical development and current state of the industry, organisation/s and technology under investigation
1.3 Research problem
1.4 Research objectives and/or research question/s

**Part 2: Theoretical framework**

Part 2 should contain a review of the most authoritative scholarship on the research problem. The referencing method must be as prescribed by the journal. Current theories, conceptual models (graphical, mathematical or schematic descriptions or analogies) and practical methods (procedures or techniques)
should be described and it should be indicated if any of them can or have been
applied to the research problem. Figures and tables must be as prescribed by the
journal. For a theory, model or method -building study, the deduction of new
theoretical propositions, models or methods should be presented, as well as any
working hypothesis. Sub-headings for this part could be:

2.1 Theory and research review
2.2 Theories, models and/or methods
2.3 Hypotheses

Part 3: Methodology

Part 3 should contain a discussion of the research design and methodology
followed in the study, including the presentation and discussion of the data or
information collected and analysed in the study. This includes the testing of
hypotheses and the derivation of new theoretical propositions, models or methods
when using retroductive reasoning. Sub-headings for this part could be:

3.1 Research strategy/plan
3.2 Research instruments (e.g., survey questionnaires)
3.3 Data collection
3.4 Data analysis
3.5 Hypotheses testing
3.6 New hypotheses, theories, models or methods

Part 4: Conclusions

In part 4 the main conclusions of the study are summarised, discussed and
interpreted, and where appropriate recommendations are made for further
research or practice or policy. Indicate the contribution to the “state-of-the-art” that
the research has made. An honest appraisal of what has been accomplished is
also appropriate. Sub-headings for this part could be:

4.1 Research results
4.2 Implications for and/or contributions to theories, models or methods and
practise
4.3 Recommendations

List of references and appendices
INSTRUCTIONS TO AUTHORS

All papers will be refereed and may be submitted in English or in Afrikaans.

Manuscripts must be submitted in duplicate to the editor. If accepted, manuscripts modified according to the referee's recommendations must be supplied printed camera ready. This copy should be accompanied by an IBM PC-compatible diskette containing the manuscript file in Word Perfect or MS-Word. Authors are required to conform to the instructions and format below.

The Times New Roman font at 12 point size, single spacing should be used. A page margin of 25mm along the sides and 30mm at the top and bottom should be used on A4 paper. Do not number pages.

The Title Page should conform to the following centred format. The text of the paper should only start on the next page.

<p>|</p>
<table>
<thead>
<tr>
<th>TITLE OF THE PAPER IN UPPER CASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of author(s)</td>
</tr>
<tr>
<td>Affiliation of author(s) and contact information</td>
</tr>
<tr>
<td>ABSTRACT</td>
</tr>
<tr>
<td>An abstract in English, of no more than 100 words should appear here. It should not include any mathematical symbols.</td>
</tr>
<tr>
<td>OPSOMMING</td>
</tr>
<tr>
<td>'n Opsomming in Afrikaans van nie meer as 100 woorde moet hier verskyn. Dit mag nie enige wiskundige simbole bevat nie.</td>
</tr>
</tbody>
</table>

The Text of the paper should conform to the following format.

Figures and tables should form an integral part of the paper, according to the author's preferences and should be numbered consecutively in Arabic numerals (Figure 1).

Use full justification.

References in the text should be by author and the reference number in square brackets e.g. Li[1], and the detail should appear at the end of the text as follows:

REFERENCES
APPENDIX 13: GUIDELINES ON AVOIDING PLAGIARISM

UNIVERSITY OF PRETORIA
AVOIDING PLAGIARISM : A GUIDE FOR STUDENTS

What is plagiarism?

You commit plagiarism when in any written work you use another person’s words, ideas or opinions without acknowledging them as being from that other person. You do this when you copy the work word-by-word (verbatim); or submit someone else's work in a slightly altered form (such as changing a word with one meaning to another word with the same meaning); and you do not acknowledge the borrowing in a way that shows from whom or where you took the words, ideas or reasoning.

You must provide references whenever you quote (use the exact words), paraphrase (use the ideas of another person, in your own words) or summarise (use the main points of another’s opinions theories or data.)

It does not matter how much of the other person’s work you use (whether it is one sentence or a whole section), or whether you do it unintentionally or on purpose. If you present the work as you own without acknowledging that person, you are committing theft. Because of this, plagiarism is regarded as a very serious contravention of the University’s rules which can lead to expulsion from the University.

Even if another student gives you permission to use one of his or her past assignments or other research to hand in as you own, you are not allowed to do it. It is another form of plagiarism. You are also not allowed to let anybody copy your work with the intention of passing it off as as his/her work.

While academic staff must teach you about systems of referencing, and how to avoid plagiarising, you too need to take responsibility for your own academic career. Speak to your lecturer if you are at any stage uncertain as to what is required.

Information brochures on this topic are also available at the Academic Information Services.
APPENDIX 14: TECHNICAL EDITING OF THESIS/DISSERTATION /REPORT

1. Language and General Requirements

The thesis/dissertation/report must be in either English or Afrikaans. The final thesis/dissertation/report copy must have a ready-for-publication appearance. It must have standardised features and be attractively reproduced. Introductory material, text, and appendices must all be clearly and consistently prepared and must all meet the specifications stated below.

2. Paper size and Layout

Only good quality A4-size (210mm x 297mm) white paper must be used. Manuscripts must be typed in only one column to the page. Use one side only. All text pages must be laid out in "portrait" orientation. As an exception pages containing only an exhibit (table or figure) may be in "landscape" orientation, if so required.

Top, bottom, and right margins must be 25mm. The left margin must be 30mm, to allow for binding.

3. Fonts, Point Sizes, Spacing and Equipment.

Text should be printed in Ariel, Times Roman or similar fonts with point size not less than 10 and not more than 12 (used in this document). An exception to this are the chapter headings, which should be in 14 point. One and a half spacing should be used (as shown in this paragraph), except where conventional usage calls for single spacing; e.g. footnotes, indented quotations, tables, etc.

A letter quality printer (laser, impact, or ink jet) or an electric typewriter is required for printing the final manuscript.


Headings should be bold if possible, otherwise underlined (but not both). Book and journal titles should be italicised if possible, otherwise underlined. Text should be left and right justified against the margins (as shown in this document). Text must not be indented under headings.
5. Corrections.

No corrections with correction fluid or any other method are allowed on the manuscript. Use black ink whenever it is necessary to letter mathematical symbols or other copy by hand.

6. Tables and Figures.

Tables and figures are exhibits and numbered sequentially. They should be placed as close after their first mention as possible. The table number or figure number as well as heading of each exhibit must appear centred directly beneath the exhibit as in the following example:

![Influence Diagram of Test Problem](image)

**Figure 7: Influence Diagram of Test Problem**

Although placement of exhibits directly in the text is preferred, it is also acceptable to place exhibits on separate pages, immediately following the page of first mention. Line drawings and photographs should be reduced to proper size. Ensure that all text, symbols and information in exhibits are clearly legible in the final manuscript. Avoid text or symbols smaller than 10 points.

7. Equation Numbers, Symbols and Abbreviations.

When numbering equations, enclose numbers in parentheses and place flush with right-hand margin of the column. Equations themselves should be centred. See sample below. Use only standard symbols and abbreviations in text and exhibits.

\[
\sigma^2_x = \frac{1}{n} \left\{ \sum_{i=1}^{n} X_i^2 - n\bar{X}^2 \right\}
\]  \hspace{1cm} (12)
8. **Headings**

The thesis/dissertation/report must be divided into chapters, and further into paragraphs and subparagraphs (if so required). Do not use more than 4 levels of indenture. Each chapter must start on a new page. A blank line should be used to separate headings from text above and below them. Blank lines must be used to separate paragraphs. New paragraphs are not indented, but start flush with the margin. In the event of a subparagraph that is numbered but does not require a heading, the text should start immediately next to the number and not on the next line.

9. **Word and Text Divisions**

Words must be divided correctly at the end of a line and may not be divided from one page to the next. Use a standard dictionary to determine word division. If word-processing is used, it must divide words and text correctly: you may find it advisable to avoid all word division. Avoid short lines that end a paragraph at the top of a page, and any heading or subheading at the bottom of a page that is not followed by text.

10. **References.**

List all references by number at the end of the thesis/dissertation/report in alphabetical order, as shown below. Text references should use the author's name, date of publication and page number. For example, "According to Smith (1991:8) ...." or "The use of influence diagrams (Howard and Matheson 1984:22) ....".


11. **Order and Content**

This paragraph describes the required order and content of the thesis/dissertation/report.

11.1 **Preliminary Pages**

a. Title page - a sample page is attached. Follow the format exactly; use upper case letters as shown. The title of the thesis/dissertation/report should be a meaningful description of the content of the manuscript. Use word substitutes for formulas, Greek letters, etc. Avoid long titles.
b. Abstracts - one in English and one in Afrikaans (starting on separate pages), according to the format attached. In the case of an English thesis/dissertation/report, the English abstract should be placed first and for an Afrikaans thesis/dissertation/report, the Afrikaans one. The abstract should be carefully prepared to give a succinct account of the research. It should include a statement of the problem, procedure and methods, results and conclusions. The abstract must follow the style used for the rest of the manuscript.

c. Acknowledgements, if any.

d. Table of Contents, with page references.

e. List of Tables, with titles and page references.

f. List of Illustrations, with titles and page references.

11.2 Text

a. Introduction

b. Main body

11.3 References

a. Bibliography or list of references.

11.4 Appendices

12. Pagination

Each page of the manuscript, including all blank pages, and pages with tables, figures, computer program printouts should be assigned a number. Consistent placement of pagination (preferably centre at the bottom of the page), at least 12mm from the paper’s edge, should be used throughout the manuscript. The following pagination plan must be used:

- For the preliminary pages, use small Roman numerals (i, ii, iii, iv, etc.). The title page does not have a number but counts as page i; the following page is ii.

- For the remainder of the manuscript - continuous pagination for text, illustrations, references and appendices - use Arabic numbers (1, 2, 3, etc.)
13. Reproduction and Binding

Final copies of the thesis/dissertation/report must be clear and attractive. Review each copy for evenness and clarity of type, missing pages and crooked text. The final copies must be photocopied to produce consistent print quality without grey or dark casts to the background.

Four bound copies as well as one loose-leaf copy (i.e. not bound in any way) must be handed in after final approval by your research adviser. The quality of the loose-leaf copy must be sufficient to allow microfilming and photocopying. The thesis/dissertation/report must be bound with a hard cover, on which the title of the thesis/dissertation/report as well as your name must be printed in gold capital lettering. Your name as well as the year of submission only must be printed on the spine, using the same lettering.
[TITLE OF THESIS/DISSERTATION/REPORT]

by

[FULL NAMES OF CANDIDATE]

Submitted in partial fulfilment of the requirements for the degree

[NAME OF DEGREE]

in the

FACULTY OF ENGINEERING, BUILT ENVIRONMENT AND INFORMATION TECHNOLOGY

UNIVERSITY OF PRETORIA

PRETORIA

November 2004
TITELBLAD

[TITEL VAN PROEFSKRIF/VERHANDELING/VERSLAG]

deur

[VOLLE NAME VAN OUTEUR]

Voorgelê ter vervulling van 'n deel van die vereistes vir die graad

[NAAM VAN GRAAD]

in die

FAKULTEIT INGENIEURSWESE, BOU-OMGEWING EN INLIGTINGSTEGNOLOGIE

UNIVERSITEIT VAN PRETORIA

PRETORIA

November 2004
THESIS/DISSERTATION/REPORT SUMMARY

[FULL TITLE OF THESIS/DISSERTATION/REPORT]

by

[FULL NAME OF AUTHOR]

Supervisor : Prof. S.K. Ripsie
Department: Department of Engineering and Technology Management
UNIVERSITY OF PRETORIA
Degree : [Name of Degree]

[summary of thesis/dissertation/report]

An English summary must be bound into all final thesis/dissertation/report copies. The summary must not exceed 350 words.
SAMEVATTING VAN PROEFSKRIF/VERHANDELING/VERSLAG

[VOLLE TITEL VAN PROEFSKRIF/VERHANDELING/VERSLAG]
deur

[VOLLE NAME VAN OUTEUR]

Leier     : Prof. S.K. Ripsie
Departement : Departement Ingenieurs- en Tegnologiebestuur
             UNIVERSITEIT VAN PRETORIA
Graad     : [Naam van Graad]

[samevatting van proefskrif/verhandeling/verslag]

'n Afrikaanse samevatting moet in alle proefskrif/verhandeling/verslagte ingebind word. Die samevatting mag nie meer as 350 woorde wees nie.