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Methods of providing corporate real estate management services: an overview of South African corporations

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List of Corrections

Corrections recommended by Examiner 1

General comments

- Chapter one page 13, the research question which reads "What is the level of satisfaction with the service provided by service providers?" Has been omitted in the report as this was not examined nor answered in the study.
- Examiner suggested that the comparison of how South Africa compares to the rest of the world is not clearly seen in the report. Changes to this comment are visible in the Conclusion of the study Chapter, pages 41-44.
- Page 5, Abstract, now mentions that a pilot study was used in the survey method. Page 27 and 28 has been corrected. A qualitative approach with semi-structured interviews was used as means of data collection. There is no ambiguity on what method was used.

Specific comments

- Citations have been changed to be the same, consistence, they all include page numbers: page 10, 17,22,27,28,30,31,41. Both simple past tense and simple past tense was used in order for the sentence to make grammar sense.
- Page 12, under "Problem statement" now reads "South Africa has a **large** office stock…" instead of "South Africa has a **larger** office stock".
- Page 12, under the problem statement, now reads "However, in spite of its size, it appears prior research may have failed to discuss **which strategies characterize** corporate real estate management in the South African context".
- Page 30, now reads "furthermore when the survey response rate is low it may be a concern for non-bias (Fohlich, 2001)."
- Page 5, "no lack of accountability" changed to "lack of accountability"
- Page 10, "1970" should be "1970's" entire paragraph removed from the introduction.

- Page 10 now reads “can either **outsource or in-house**.” Instead of “can either **be done in-house or outsource**”.
- Page 10 “the paper explains and not explain” the sentence has been removed from the report.
- Page 11 “Performance measurements are and not is” the paragraph has been removed from the report.
- Page 11 “established, they lacked; instead of “there lacked” the paragraph has been removed from the report.
- Page 11 “The word of is missing” the paragraph has been removed from the report.
- Page 11 “issues, instead of issue” the paragraph has been removed from the report.
- Page 14 word changed from need to needs
- Page 15 word changed from manger to manager
- Page 17 full stop included at the end of the sentence. Paragraph moved to introduction.
- Page 20 now page 19, the word “but” has been removed and the sentence now reads “However Gibler & Black (2004) suggest……”
- Page 22 now page 21, changed “service provide” to service provider.
- Page 25 now page 24 now reads “In-house staff may find it difficult to adjust to any business changes” instead of “In-house staffs…to changes any business changes”.
- Page 27 now page 26, the word paragraph changed and certain sentences removed.
- Page 28 now page 27 now reads “six senior CRE managers from major corporations”.
- Page 30 now page 28 now reads “semi-structured interviews”.
- Page 30 now page 29 now reads “response rate” instead of respond rate.
- Page 33 now 32 now reads “Kadefors & Brocher (2004)” bracket was missing after the number 4 of 2004.

- Page 39 now 38, full stop included after the word “in-house” (third line from below)
- Page 40 now page 39 now reads “CREM service in-house” instead of “CREM services”.
- Page 44 now 43 the word “experience” changed to “experienced”.
- Page 45 now page 44 the word staff is spelled correctly.

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Corrections recommended by Examiner 2

General comments

- The Introduction was edited, instead of compressing the literature review the definition of corporate reals estate, the elements of corporate real estate, and the importance of corporate real estate management to corporation were highlighted and discussed. SAPOA papers suggested by examiner are no longer available on the internet.
- The papers suggested by the examiner: “Managing corporate real estate assets: Current Executives Attitudes and prospects for an emergent management discipline by Peter R. Veale (1989)”, “Linking real estate decisions to corporate strategy by Nourse and Roulac (1993)”; “Managing corporate real estate: Evidence from the capital market by Rodriques and Sirmans (1996)” were read and included in the “Introduction” page 10 and 11, and under the “Importance of the study” page 12.
- The literature review has been expanded to include the literature gap and the gap in knowledge in the research report, page 25.
- Page 27, chapter 3 (3.2 and 3.4) further explain the methodology chosen and reasons for the decision.
- Purposive sampling was used in the research and is further explained in Chapter three pages 28 and 29. The reasons of the purposive sampling are also highlighted which address the comment by the examiner of self-selection.
- The assumption that South African firms create a strategy in which they align real estate to fulfil the firm’s objectives has been added in the research report page 13.

Specific/minor comments

- The word “in” has been put before the word Cape Town page 12.
- The sentence has been rephrased to “In the tables below” page 14.
- Change “However to however” age 17. Sentence edited now on page 10.
- Change “concentrated to concentrate” page 17. Sentence has been edited now page 10.
- Comma after “strategic planning” page17. Sentence has been edited now page 10.
- Page 20 was reformatted to omit gap
- “Mange” changed to ‘manage” page 42 now page 41