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Mega construction projects in South Africa: critical complexity

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Name of Course	**: Construction Planning and Control**
School/Department	**: School of Construction Economics and Management**
Project Title	**: CULTURAL COMPLEXITY IN SOUTH AFRICAN MEGA CONSTRUCTION PROJETS**
Supervisor	: **Dr. Nthatisi Khatleli**

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1.		**Nature and purpose of the investigation.** From the introduction, it is unclear what the study is about but becomes so in the background on page 13. Some key statement of which the study is conceptualized have no references e.g. page 13 last paragraph and page 16 under 1.6. Moreover, the background does not clear state the influence/impact of culture on mega projects.	The main objective of the study is added in the introduction section, together with the brief definitions of the key concept – Mega projects, Complexities and Culture. Impact revised under background section and Referencing amended page 12 and page 13.
2.		**Acquaintance with the relevant literature** The significant of the history in mega projects is not clear on page 22. The referencing in the literature needs to be revisited unless it is Wits	History on Mega project revised to provide clarity. The referencing method used is that Harvard as per Methodology Research textbook (Saunders et al, 2016), which was

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		standard to cite authors by initial and surname and in some cases co – authors are not indicated e.g. page 61 (Saunders et al, 2016). Captions for figures need to be at the bottom. The works generally has too many one sentence paragraphs. The introduction indicates that complexity and culture would be looked at briefly; this has not been done in this chapter. Most dictionary citations do not have years indicated an example is page 31 last paragraph. Consider using Denison's model of organizational culture, would be useful though not reviewed. Some items from pages 43-46 do not have sub-headings numbers.	supplied by the Wits University Comment on significant of the history of Mega projects accepted and amended on page 22. Denison's model of organizational culture added. Dictionary citations corrected as recommended. Culture and Complexity briefly defined in the introduction.
3.		**Understanding of the scientific or engineering method** The understanding of scientific or engineering methods has been demonstrated though on page 63 last paragraph there is need to clarify whether 2000 participants is the population or sample.	Comment accepted and corrected The total number of population was added to provide clarity between the Population and the Sample.

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		Additionally, for methods selected it is not indicated why these were used on page 64. The same applies to the selection of method of data analysis. Section 4.6 does not clearly indicate how the findings of this research can be generalized. The case studies shown in Chapter 5 could have been included under the methodology when describing the cases to be used to study the problem.	Justification for the method selected to collect data was added in section 4.9. Chapter 4 and Chapter 5 we consolidated to present the methodology used in the study.
4.		**Assessment of the significance of findings** Most of what is presented in this chapter belongs to the literature review section. It is not conclusive from the findings what culture is in the South African context. On page 116 paragraph before section 7.5 indicates that external factors are the ones that bring cultural diversity yet it is indistinct what the external factors are. Some observations made are that the sample had no middle management perhaps it can be explained why so on page 80. For the number of years one had spent in the organization it unclear the mode of average years spent, this is important as it speaks to validity and reliability of findings. In the	Comment accepted and corrected Examples of external factors that brings cultural factors were added and discussed in Section .7.4 A sample of middle management which was included in the project management team is now shown separately under the sampled population. The number of year experience showed in the study is in relation to the number of years spent by each Participant in

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		assessment, it is imprecise the results that originate from the questionnaire and interview.	projects.
5.		**Structure of report** The structure of the report is satisfactory though some improvements can be made such as introducing the case studies in the methodology.	Comment accepted and case studies were added in the methodology and the reason for using such a method was added.
6.		**Scope of research** The scope covered is suitable for this level of study however; the scope of the research is not clearly defined in the introductory chapter.	Comment accepted and corrected Scope was clearly defined in both the abstract and introduction.
7.		**Area covered by the research** The research area is timely given that the Mega projects are becoming common in developing countries. The culture dimension made the study more interesting as most developing countries do not have all	Comment accepted and No correction required.

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		the required skills resulting in culture mix during execution.	
8.		**Methodology employed** The methodology employed was suited for the study though the documentation lacked detail especially the methods used to collect data and the analysis methods employed in the report.	Comment accepted and corrected Table was added to define and clarify the reasons for the chosen methods of data collection.
9.		Research significance should be added to the abstract (Page 11)	Comment accepted and corrected The significant of this study which is to assist developing countries achieve their sustainable development objectives and overcome the challenges that hinder the successful development of MCPs was added to the abstract.
10.		It is expected that “Significant of the study” section is supported by different references (page16).	Comment accepted and corrected Different citations were added to illustrate the significant of the study is supported by a number of for authors.

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11.		Research scopes (timeframe, location and subject|) are expected to be presented as a separate sub-section in the first chapter of this study.	Comment accepted and corrected. Research scopes together with locations and subject are covered in chapter 1, section 1.3 and 1.4 .
12.		Referencing style both within the body and at the end of this dissertation needs major revisions.	Comment Noted. The referencing style adopted is as per guidelines provided by the university. Harvard referencing style was adopted.
13.		The dissertation has mostly used over 5 years old references. It is suggested that the researcher uses more updated references.	Comment accepted, and corrected to more updated reference. All material dating back to before 2009 was removed.
14.		In some sections of literature review chapter, there are paragraphs with no references (See Pages 43-46, etc)	Comment accepted and corrected. Citation added as suggested.
15.		It is highly recommended that the researcher add a research gap section to the end of second literature review chapter to emphasize, support and highlight the gap/problem of this study.	Comment accepted and corrected The research gap section added as suggested to the end of

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			literature review chapter.
16.		Considering that two specific cases were targeted in this study, it is expected that the researcher introduces the “case study” as one of the methods used in the research methodology chapter. This must be supported by the relevant references.	Comment accepted and corrected Case studies were defined, the motivation for using them for this type of study was provided together with proper referencing.
17.		Justification from references on why interview and questionnaire are the right data collection methods for this study should be added to Section 4.9 of the research methodology chapter.	Comment Accepted and corrected Justification for the method selected to collect data was added in section 4.9.
18.		Clarification on who the interviewees were in this study should be added to research methodology chapter.	Comment Accepted and corrected Detail characteristics of the interviewees covered under research methodology chapter.
19.		Were any between case comparative analyses performed? Why ? This must be clarified within the research methodology chapter	Comment Accepted and corrected The use of the case studies clarified in chapter 4 – the research methodology and the reasons.
		It is highly recommended that the researcher adds a table to the end of chapter 3, presenting the research methods, data collection	Comment Accepted and corrected

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20.		techniques and data analyses methods adopted for each sub-questions of this research.	Table was added to define and clarify the reasons for the chosen methods of data collection.
21.		Detail characteristics of the interviewees must be presented to the early “research results” chapter. How the interviewees were appointed and what were their specifications? These need to be elaborated enough in the “research methodology” chapter and briefly highlighted/repeated in early the “research results” chapter.	Comment Accepted and corrected Detail characteristics of the interviewees covered under research methodology chapter.
22.		Table 13-16 are to assess the understanding of the concept of culture by the workers in SA projects. It is suggested that the researcher analyses and reports the data collected based on stakeholder’s role, years of experience, their position in the project and their level of academic achievement.	Comment Accepted and corrected Detail characteristics of the interviewees covered under research methodology chapter.
23.		Page 87 and 88 are the only two pages reporting relevant t sub-question 2. It is expected that, within the same section, the impact of cultural differences on SA work environment to be presented!.	Comment Accepted and corrected the impact of cultural differences on SA work environment added.
24.		Internal organizational cultural dynamics are explored in the section 6.5.3 with no between cases analyses. If it recommended that few between case analyses to be reported within the same section.	Comment Accepted and corrected. Some results are presented in graphs
25.		The researcher has only used simple tables to show results of analyses in form of percentages. This has made the research results chapter so boring. It is suggested that the researcher present some of the findings using other presentation techniques, like bar charts etc.	Comment Accepted and corrected. Some research results are now presented graphically.
		Discussion chapter is expected to make a bridge between analyses of results and the literature reviewed. Very few references are used in the discussion chapter to support such a bridge. The researcher is expected to explore and report more similarities and contradictions	Comment Accepted and corrected. Discussion chapter revised.

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26.		between the findings of this study and literature reviewed in the discussion chapter.	
27.		What are the contributions of this study to academia and industry? This must be presented as a separate section in the conclusions chapter.	Comment Accepted and corrected and covered under Conclusion – Recommendations added
28.		Where are the interview protocol/questions and questionnaire? They must be added to the dissertation in form of appendices. These appendices must be referred within the body of the dissertations too.	Comment Accepted and corrected. Questionnaires and protocol added under appendices.