1. Scope of the publication

This journal is an independent scientific e-publication for peer-reviewed contributions (nationally and internationally) to the interdisciplinary field of management theory, its application and practice in business and non-commercial organisations.

2. Editorial policy

2.1 Accreditation

The Journal of Contemporary Management is accredited by the Department of Higher Education and Training (DHET) and therefore publishes only high quality contributions which are double-blind peer-reviewed to serve academics, other researchers and practitioners. It is an express purpose to maintain the accreditation status of the journal.

2.2 Focus

The focus of the Journal of Contemporary Management is contemporary management issues and all articles must be within this orientation.

2.3 Editorial requirements

The editorial requirements are designed to create an effective, efficient and economical reviewing and publishing process. Strict adherence to these basic requirements is therefore essential. The time from first submission of a manuscript to publication depends mainly on the following:

▪ the adherence to the editorial and referencing requirements;
▪ the response time taken by authors for submitting corrections made;
▪ the time taken by the reviewers;
▪ editorial processing time.

These requirements and guidelines are put in place to maintain the Department of Higher Education and Training accreditation status of the journal, and to shorten the turnaround time between manuscript submission and publication.

2.4 Plagiarism and copyright infringements

Plagiarism and copyright infringements are not condoned by the Journal of Contemporary Management. Violation of either of these principles will result in immediate rejection of the manuscript and will be followed up with the author(s) and/or author(s)’ institution(s). Contributions are accepted on the understanding that the authors have the legal right and authority for publication of the material, i.e. they have the legal right to publish the manuscript and everything contained in it. The editor, secretariat, editorial committee and reviewers of this journal cannot accept responsibility for the infringement of intellectual rights and copyright. With submitting a manuscript for possible publication, the authors declare that the manuscript is free from plagiarism and does not infringe copyright on any material used.
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2.7 Articles submitted to other journals
No articles that have been published elsewhere or are under consideration for publication elsewhere will be considered for publication in this journal. The authors also confirm that the submitted manuscript is sufficiently (in excess of 75 %) different from any other article by any of the same author(s). If required, the authors will submit a Turn-it-in report to verify this fact.

2.8 Manuscript review
All manuscripts submitted for publication will be pre-reviewed for technical compliance with editorial and referencing requirements, followed by a double-blind peer review of the scientific merit by at least two independent reviewers. However, the editorial committee reserves the right to make the final decision with respect to publication.

2.9 Maximum publications per year
Any author may publish a maximum of three articles in the Journal of Contemporary Management per volume (calendar year).

2.10 Corresponding author
One author per manuscript acts as the corresponding author on behalf of all the co-authors. That will be the agreed upon communication channel between the Journal of Contemporary Management and the authors of the manuscript.

2.11 Acceptance of editorial policy
Submission of a manuscript for possible publication implies that the author(s) subscribe(s) to the editorial policy of the Journal of Contemporary Management.

3. Structure of manuscript
A requirement for scientific work is the proper structuring of the report and its executive abstract. The following may form a good basis for the abstract and the manuscript:
- Introduction/background
- Problem/opportunity investigated
- Objective/purpose of the research
- Theoretical/conceptual framework
- Research methodology
- Findings and managerial implications
- Limitations of the research (+ implications on validity of research) / possible future research
- Conclusion: value/contribution of the research
4. Manuscript review

4.1 Review process

The process of review comprises the following steps.

- On receipt of a manuscript, a reference number is allocated (e.g. JCM 12-09). Please use this number in the email subject line of all correspondence [volume 12, article received 09].
- The manuscript is then sent for technical review and, if necessary, returned to the corresponding author for amendments. The focus of this pre-review is the conforming to editorial and referencing requirements.
- On receipt of the corrected manuscript, it is scrutinised for confirmation that all the corrections were done satisfactorily.
- The manuscript is then sent to at least two independent scientific reviewers.
- On receipt of at least two review reports with recommendations, the editor will decide on publication or not. This decision is final and no further discussion will be entered into.
- If recommended for publication, the author(s) must address the recommendations of the reviewers (if any) and provide a letter to indicate how the recommendations were incorporated in the manuscript.
- On receipt of the corrected manuscript and explanatory letter, the manuscript is scrutinised for confirmation that corrections were done satisfactorily.
- Thereafter, the manuscript is typeset for publication. If need be, the editorial staff will request specific changes to ensure the quality and presentation of the final article.
- The corresponding author will receive a copy of the typeset manuscript in PDF format to verify that it is correct. No changes can be made after final acceptance by the corresponding author.
- The editor prepares an invoice for payment and sends it to the corresponding author. The corresponding author is responsible for payment and for sending proof of payment to the editor (editor.jcman@gmail.com).
- Once payment is verified, the editor will arrange for publication of the article. The author will be notified and receives a PDF copy of the final article.

4.2 Technical review

The purpose of the technical review is to prepare the manuscript for submission to the scientific reviewers. Their main task is to determine if an article reflects scientifically sound research and is reported in an academically justified manner. The reviewers’ attention should be mainly on scholarly merits and not be distracted by technical sloppiness. For this reason, some formatting is done during the technical review to get a uniform layout for all articles (similar to the published version). Authors must not change the preliminary formatting or remove the headers and footers that were inserted during the technical review.

All identifying details of the authors are removed from the manuscript to ensure an anonymous (blind) review. In turn, the identity of the reviewers will also not be revealed to the authors (hence double blind). This process has a positive influence on the acceptance rate of manuscripts for publication. The technical review is concerned with adherence to the editorial requirements as set out below, and concentrates on the subject field, abstract, key phrases, language, length; layout and presentation of figures and tables; references. If needed, the article as well as a report, are returned to the authors to rectify the indicated errors.

4.3 Scientific review

The main points that will be considered in the scientific review process are:

<table>
<thead>
<tr>
<th>Purpose of article</th>
<th>Are the title and the purpose of the article clear? Does the abstract cover the essence of the article</th>
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<tr>
<td>Relevance and significance</td>
<td>How relevant is the article in the current theory, application or practice? Would readers benefit from reading it?</td>
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<tr>
<td>Originality and complexity</td>
<td>How original is the topic covered in the article? Is there anything new? Does it only cover the basics or is there more to it?</td>
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<td>Underlying theory</td>
<td>Is the terminology used well defined? Is the theoretical background sufficient? Is the material well integrated?</td>
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<tr>
<td>Quality of arguments</td>
<td>Are the arguments clear and consistent? Is the sequence of arguments and subsections logical?</td>
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<tr>
<td>Scientific contribution</td>
<td>Is there sufficient contribution to the knowledge base of the output? Is the contribution clearly indicated?</td>
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<tr>
<td>Presentation</td>
<td>Is the quality of the article acceptable (layout, tables, graphs, diagrams, legibility, etc.)? Is the grammar used correctly?</td>
</tr>
<tr>
<td>References</td>
<td>Are there sufficient references in the article to reliable sources? Are the sources well-balanced, representative and recent? Please note that references to Wikipedia should be kept to a minimum.</td>
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5. COMMUNICATION

- All administrative communication to the journal, including manuscript submissions and reviews, should be directed to the secretariat at info.jcman@gmail.com.
- Communication from the journal will be with the corresponding author, who is deemed to communicate decisions and submissions on behalf of consenting co-authors.

6. PUBLICATION FEE

Fees payable at acceptance of article for publication: for articles with one or more authors associated with a South African Institution of Higher Education: R100 per A4 page; for all other articles from South Africa: R500 per article; non-South-African USD 25 per page; email proof of payment to editor.jcman@gmail.com AND the Editorial officer at info.jcman@gmail.com. The preferred mode of payment is ETF’s (electronic funds transfers) because that is the most efficient in reducing/avoiding bank costs and time for clearance of funds.

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