Practical Guide to Write a PhD Thesis
and publish papers based on the thesis
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and publish papers based on the thesis

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"Research Tools" Advisor

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This presentation is a practical guide on how to write a PhD thesis based on personal experiences and existing literature. It is aimed at all PhD students. A thesis writing may be falling into six rules:

– Identifying the research problem
– Start thesis writing from a day after registration
– Writing a Thesis Plan
– Ask your supervisors: What are their expectations? and maintain regular contact with your supervisors directly/indirectly
– Expand networking
– Continuously write/revise and Publish

Besides of the six rules, the thesis structure, logical coherence and style are also important. This presentation lead how to consider reader’s expectations during the writing procedure. In order to assist the researchers to reduce the writing procedure, the relevant “Research Tools” will be introduced.
You have been recommended by your faculty to be a part of the Upskill Program team of presenters to offer sessions on ‘Thesis Writing’.

Issue #9 Newsletter of the Society of Collaborative Networks (SOCOLNET)

User profiles for Luis M. Camarinha-Matos

Luis M. Camarinha-Matos
Full Professor, New University of Lisbon
Verified email at uninova.pt
Cited by 5080
MOTIVATION

If there is a better reason to paddle, I don't know what it is.
MOTIVATION
If there is a better reason to paddle, I don't know what it is.
No Shortcuts to a PhD!

Source: Priya Narasimhan, (2006), How To Write a Good (no, Great) PhD Dissertation
Use forcing functions well to speed up the thesis process

• Competing with someone else
• Family pressure
• Financial pressure
• A job is waiting
• Advisor is leaving or project is over
• Equipment is retiring

Source: Useful Things to Know About Ph. D. Thesis Research, by: H.T. Kung
Questions? What is your thesis:

• Research background
• Problem statement
• Research objectives
• Research scope
• Research methodology
• Data collection
• Analysis
• Results and discussions
Questions? What is your thesis:

- Research background (Importance/need/rationale)
- Problem statement (Gap analysis (difference between presence and desired performance))
- Research objectives (Specific, measurable, attainable, realistic, Time-based)
- Research scope (Area should be covered)
- Research methodology (Steps to achieve objectives)
- Data collection (Why this data, method)
- Analysis (Information generated toward analysis)
- Results and discussions (Drawing conclusions on the objectives)
What is a Thesis?

“A thesis is a formal and lengthy research paper, especially a work of original research, written in partial fulfillment of the requirements for a higher degree in a university”

What’s in the thesis?

• Addresses a problem or series of problems
• Describes what was known about the problem(s)
• What you did to solve the problems
• What you think the results means
• How further progress can be made

Source: http://www.slideshare.net/akarim717/how-to-write-a-thesis
Building the thesis
Six Rules of Thesis Writing

1. Identifying the research problem
2. Start thesis writing from a day after registration
3. Writing a Thesis Plan
4. Ask your supervisors: What are their expectations? and maintain regular contact with your supervisors directly/indirectly
5. Expand networking
6. Continuously write/revise and Publish
1- Identifying the Research Problem

Researchers begin a study by identifying a research problem that they need to address. They write about this “problem” in the opening passages of their study and, in effect, give you as a reader the rationale for why the study is important and why you need to read their study.

The literature review process

Source: © Mark Saunders, Philip Lewis, Adrian Thornhill and Martin Jenkins 2003
Research methods for business students / Mark Saunders, Philip Lewis, Adrian Thornhill. —5th ed.
The interactions between teaming, cross-cultural and virtual communication skills to create new engineering interactions.
Structure & planning your writing - MindMaps

MindMaps are a visual map to link and organise key concepts of your research. They also show links and relationships between ideas. Sometimes it is a good idea to number key ideas in the order that you are going to place them in your literature review.

Example
Example of a MindMap

definitions
- __________
- __________
- __________

rewards & motivation
- carrot & stick
- money
- other factors

theories
- Maslow
  - __________
  - __________
- McGregor
  - __________
  - __________
- McClelland
  - __________
  - __________
- Vroom
  - __________
  - __________
- Locke
  - __________
  - __________

Motivation
- __________

internal forces
- basic existence
- social acceptance
- team
- growth through achievement

autonomy, self control
- making own choices
- stimulation
- challenges - sense of achievement

self motivation
- interests
- ambitions
- improve status
- personal sense of uniqueness
- desire to improve
A Literature Map, Hierarchical Design

**Literature Map**

The Need for Teaching Programs to Be Culturally Responsive

*Bennet, 1995; Eastman & Smith, 1991; Grant, 1994; Noel, 1995*

Study Abroad Programs

- Attitudes Toward Study Abroad
  *King & Young, 1994*
- Personal Insights of Preservice Teachers
  *Friesen, Kang, & McDougall, 1995; Mahan & Stachowski, 1991*

Possible Improvements

*Martin & Rohrlich, 1991
Stachowski, 1991*

U.S. Programs

- Personal Insights of Preservice Teachers
  *Cockrell, Placier, Cockrell & Middleton, 1999; Goodwin, 1997; Kea & Bacon, 1999*

Predominantly English Speaking Cultures

*Mahan & Stachowski, 1990; Quinn, Barr, McKay, Jarchow, & Powell, 1995; Vall & Tennison, 1992*

Need for Further Study: Non-English Speaking Cultures

*Question: Do short-term study abroad programs in non-English speaking cultures help create cultural responsiveness in preservice teachers?*

Conventional Programs

*Colville-Hall, Macdonald, & Smolen, 1995; Rodriguez & Sjoström, 1995; Vavrus, 1994*

Cross-Cultural Programs

*Cooper, Beare, & Thorman, 1990; Larke, Wiseman, & Bradley, 1990*
A Literature Map, Circular Design

Need for Further Study:

Non-English Speaking Cultures

Question: "Do short-term study abroad programs in non-English speaking cultures help create cultural responsiveness in preservice teachers?"

Study Abroad Programs
- Personal Insights of Preservice Teachers (Friesen, Kang, & McDougall, 1995)
- Attitudes Toward Study Abroad (King & Young, 1994)
- Predominantly English Speaking Cultures (Mahan & Stachowski, 1990)

U.S. Programs
- Personal Insights of Preservice Teachers (Cockrell, Placier, Cockrell, & Milletton, 1999)
- Conventional Programs (Colville-Hall, Macdonald, & Smolen, 1995)
- Cross-Cultural Programs (Cooper, Beare, & Thorman, 1990)
Source: Ross' PhD Literature Review Mind Map
Research
Managing IT
New Zealand

Commerce

- E-Commerce
  - Toland & Yoong
  - Nodder, Mason, Ateljevic & Milne
  - Chung & Paynter
  - Lang & Colgate
  - Albertyn
  - Barnes & Vidgen
  - Cash, Yoong & Huff
  - Clark, Bowden & Comer

- Project Management
  - Richardson & Hope
  - Richards, Cooper & Wilusz
  - Enns, Huff & Higgins

- ERP (CRM)
  - Ng & Hope
  - Shakir
  - Viehl and Shakir
  - Delany
  - Orr & Day

Resource Management

- Outsourcing
  - Taylor
  - Al-Qirim & Bathula

- Human Resource Management
  - Petrova, Phlpott, Kaskanpalo & Buchan
  - McCarthy & Nesbit
  - Pauleen & Yoong
  - Polgier
  - Kwok-wing & Pratt
  - Praagh
  - Hutchinson & Weaver

- Contract Management
  - McCarthy & Nesbit

Information Management

- Network Management
  - Dantin & Paynter
  - Wen, Sathu, & Joyce
  - Hine & Daggar

- Knowledge Management
  - Charkova, Lin, Clear & Lomax
  - Jesshope & Zhang
  - Watson
  - Cockburn & McKenzie
  - Grant
  - Richardson & Hope

- Data Management
  - Cranefield, S.
  - Henderson, S.
  - Trotman, A.
  - Bainbridge, Thompson, & Witten
  - Buchanan & Hinze
  - Savarimuthu, Purvis, & Fleurke

Source: http://www.wordsinspace.net/course_material/MatternLiteratureReviewTips.pdf
2- Start Thesis Writing From a Day After Registration

- Write down a tentative thesis title, even if your thesis is murky in your mind.
- Write down a first cut at your thesis abstract, even if you have not done the work yet!

Example

- Write a journal/conference paper while you are writing the thesis.

Source: Priya Narasimhan, (2006), How To Write a Good (no, Great) PhD Dissertation
The Systematic Review Process

Source: Adapted from Systematic Review

Practical Guide to Write a PhD Thesis ©2013  By: Nader Ale Ebrahim
Planning the review

1. Identification of the need for a review

2. Development of a review protocol. (The most important activity during the protocol is to formulate the research question.)
Conducting the review

1. Identification of research
2. Selection of primary studies
3. Study quality assessment
4. Data extraction & monitoring
5. Data synthesis.
Reporting the review is a single stage phase.
3- Writing a Thesis Plan

• **Write down the road-map of your thesis today**
  – What is the ideal thesis that *you would wish for*?
  – What results would it contain?
  – How would you evolve the story from start to finish?

Source: Priya Narasimhan, (2006), How To Write a Good (no, Great) PhD Dissertation

• **Write each Chapter of the thesis deliverable items**

• **Write a checklist for each Chapter**

  **Example 1**

  **Example 2** *(Thesis Checklist)*
Checklist for reading a review paper

• What are the review’s objectives?
• What sources were searched to identify primary studies? Were there any restrictions?
• What were the inclusion/exclusion criteria and how were they applied?
• What criteria were used to assess the quality of primary studies and how were they applied?
• How were the data extracted from the primary studies?
• How were the data synthesised? How were differences between studies investigated? How were the data combined? Was it reasonable to combine the studies? Do the conclusions flow from the evidence?
4- Ask your supervisors: What are their expectations?

Ask your supervisors for continuous feedback

– Your advisor is your biggest champion, your biggest promoter
– This person wants to see you succeed and will rave about you and your work enthusiastically to everyone
– Discuss your thesis layout, problem definition, goals of the month, etc.
– For sticky issues, your advisor will find you the right “connections” to fill in the gaps in your thesis

Source: Priya Narasimhan, (2006), How To Write a Good (no, Great) PhD Dissertation

Keep good relationship with your advisor (even after you graduate).

Source: Useful Things to Know About Ph. D. Thesis Research, by: H.T. Kung, Harvard University

Find a proper Table Of Content (TOC) according to your supervisor expectation. If you could not find it, follow the following slide structure:

Practical Guide to Write a PhD Thesis ©2013 By: Nader Ale Ebrahim
A Tool to Assist Postgraduate Research Students and their Supervisors in Selecting a Dissertation Topic
By: Andrew Rosser
http://www.adelaide.edu.au/red/tools/svr/a-z.html

<table>
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<th>Topics that fit with student's interests and personal goals</th>
<th>Topics that fit with supervisor's expertise and interests</th>
<th>Topics that can be completed within the available time and resources and given student's skills and abilities</th>
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</table>

**MOTIVATION**

**SUPPORT**

**FEASIBILITY**
Thesis structure

Materials preceding the text
• Title Page
• Original Literary Work Declaration
• Abstract
• Acknowledgements
• Table of Contents
• List of Figures, List of Tables, List of Symbols and Abbreviations, List of Appendices

The main text
• Chapter 1: Introduction
• Chapter 2: Literature Review
• Chapter 3: Methodology (or Materials and Methods)
• Chapter 4: Results (or Experimental Results)
• Chapter 5: Discussion
• Chapter 6: Conclusion

References and Appendices
WRITING YOUR THESIS OUTLINE

1. Aim for a respectable number of chapters:
   - Thesis Outline
     1. 
     2. 
     3. 
     4. 
     5. chapter #’s
     6. 
     7. 
   - “That’s IT???”
   - 6-7 = “Not bad”
   - 8+ = “Are you crazy???”

2. Fill in the “freebies”:
   - Thesis Outline
     1. INTRODUCTION
     2. LIT REVIEW
     3. METHODOLOGY
     4. 
     5. 
     6. 
     7. CONCLUSIONS
   - You’re half way done!

3. Make up titles for the “meat” chapters:
   - 1. LIT REVIEW
   - 2. METHODOLOGY
   - 3. (THAT STUFF YOU DID YOUR FIRST YEAR)
   - 4. (STUFF YOU’RE SUPPOSED TO BE DOING NOW)
   - 5. (MAKE STUFF UP)
   - 6. CONCLUSIONS
   - (It’ll be years before you actually have to work on that later chapter, and by then your thesis topic will have changed anyway)

4. Voilá! You just bought yourself another two years
   - So, how’s your Thesis going?
   - I have an outline!

www.phdcomics.com
4- (Con.) Present your activity indirectly

• Dear Nader Ale Ebrahim:

Your paper, "Virtual R&D Teams in Small and Medium Enterprises: A Literature Review", was recently listed on SSRN's Top Ten download list for ORG: Contemporary Organizational Structures (Topic) and Structural Dimensions & Organizational Behavior eJournal. As of 06/16/2010, your paper has been downloaded 107 times. You may view the abstract and download statistics at http://papers.ssrn.com/abstract=1530904.

Top Ten Lists are updated on a daily basis. Click on the following link to view the Top Ten list for the journal ORG: Contemporary Organizational Structures (Topic) Top Ten and Structural Dimensions & Organizational Behavior eJournal Top Ten.

Click on the following link to view all the papers in the journal ORG: Contemporary Organizational Structures (Topic) All Papers and Structural Dimensions & Organizational Behavior eJournal All Papers.

To view any of the Top Ten lists, click the TOP button on any network, sub network, journal or topic in the Browse list reachable through the following link: http://www.ssrn.com/Browse

Your paper may be listed in the Top Ten for other networks or journals and, if so, you will receive additional notices at that time.

If you have any questions regarding this notification or any other matter, please email AuthorSupport@SSRN.com or call 877-SSRNHelp (877.777.6435 toll free). Outside of the United States, call 00+1+585+4428170.

• Sincerely,

Michael C. Jensen
Chairman
Social Science Research Network
5- Expand networking

1. Attending conferences for networking and making contacts

2. Build an academic network around yourself outside your university

3. People should get to know you, not just your advisor
6- Continuously write/revise and Publish

• your published papers, as a permanent record of your research, are your passport to your community

• Publishing is one of the necessary steps embedded in the scientific research process. It is also necessary for graduation and career progression.

• You need a STRONG manuscript to present your contributions to the scientific community

Source: How to Write Great Papers, 2012, By: Anthony Newman Publisher, Elsevier, Amsterdam
Lindsay’s laws

1. Research is finished only after it is written up. What you write must communicate and persuade.

2. The hallmarks of scientific writing are precision, clarity and brevity, in that order.

3. Try to write as if you were speaking to someone: “see a face”. This way you get to say it directly and clearly.

4. Write (your chapters) in four drafts:
   (a) First: putting the facts together
   (b) Second: checking for coherence and fluency of ideas
   (c) Third: readability
   (d) Fourth: editing

A paragraph is a group of connected sentences that develop a single point, argument or idea. Paragraphs need to link to other paragraphs so that the themes, arguments or ideas developed are part of a coherent whole rather than separate bits.

A paragraph should include:

- a main statement / idea that you are putting forward, ie topic sentence
- evidence from research to support / argue your idea, showing where the writers agree and / or disagree
- student analysis of the research literature where appropriate
- summing up and linking to the next idea (paragraph).

In the literature review, you will need to show evidence of integrating your readings into each paragraph and analysis of the readings where necessary.

Source: https://www.dlsweb.rmit.edu.au/lsu/content/2_AssessmentTasks/assess_tuts/lit_review_LL/writing.html
Introduction

This is a good example of an introduction because it has a topic sentence which indicates what will be covered and also tells the reader the specific focus of the literature review in the concluding sentence.

*Topic sentence - identifies five major themes as the scope of this review*

Many theories have been proposed to explain what motivates human behaviour. Although the literature covers a wide variety of such theories, this review will focus on five major themes which emerge repeatedly throughout the literature reviewed. These themes are: incorporation of the self-concept into traditional theories of motivation, the influence of rewards on motivation, the increasing importance of internal forces of motivation, autonomy and self-control as sources of motivation, and narcissism as an essential component of motivation. Although the literature presents these themes in a variety of contexts, this paper will primarily focus on their application to self-motivation.

*5 major themes to be covered*

*Concluding sentence - specific focus*
Integrating arguments in paragraphs

Integration of multiple sources
To develop an integrated argument from multiple sources, you need to link your arguments together. The model below is a guide.

Topic sentence - outlining your main claim or key point for that paragraph

Supporting evidence from the readings

Most early theories of motivation were concerned with need satisfaction. Robbins, Millett, Cacioppe and Waters-Marsh (1998) argued that motivation relies on what a person needs and wants. Similarly the early theories of Maslow and McGregor (Robbins et al. 1998) focused on personal needs satisfaction as the basis for motivational behaviour. However, recent studies outlined by Leonard, Beauvais, and Scholl (1999) suggest that personality and disposition play an equally important role in motivation. Current thinking does not discount these theories, but simply builds on them to include a self-concept.

Contrasting theories from research

Concluding sentence - linking to the next paragraph
Integration of student analysis

It is important to integrate your analysis and interpretation of the literature in your literature review. Read the following paragraph and see how the arguments have been integrated into the paragraph along with student analysis. Analysis is not just student opinion, it needs to be supported by the literature.

*By its very nature, motivation requires a degree of individual satisfaction or narcissism. Robbins, Millet, Cacioppo, and Waters-March (1998) suggest that motivation has as its very basis the need to focus on, and please the self. This is supported by Shaw, Shapard and Waugaman (2000) who contend that this narcissistic drive is based on the human effort to find personal significance in life. It can be argued that the desire to improve one’s status is a highly motivational force, and is central to the idea of narcissistic motivation. The narcissistic motivational strategies put forward by Shaw et al. (2000) are concerned with motivation for life in general, but may also have applications in the context of work. These strategies, with their focus on personal needs, demonstrate that narcissism is an essential component of motivation.*

Source: https://www.dlsweb.rmit.edu.au/lsu/content/2_AssessmentTasks/assess_tuts/lit_review_LL/integration.html
## Appendix B: Data Tables

<table>
<thead>
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Notes: Product / Industry / Application

- Chemical process for the automotive industry
- Examples from computer and auto industries
- Several conceptual products as descriptions
- Software
- Automobile climate control
- Bicycle frame example
- Automobile space frame
- Non-product-specific inventory model
- Aircraft engine repair
- Model balancing cost savings and revenue decrease; examples from the auto industry
- Luxury fashion industry
- Non-product-specific supply chain model
- Power supply
- Manufactured products
- Non-product-specific simulation study
- Microsurgery
- Yokes lead to round valve actuators
- Automotive body side frames
- High-value example from the auto industry
- Automotive Brakes
- Automotive Doors
- Wallman as William
- Family of aircrafts
- Family of aircrafts
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- Family of aircrafts
- Family of aircrafts
- Family of aircrafts
- Family of aircrafts
- Microcomputers, automobiles as examples
Why publish?
Apart from the final thesis, you should also consider publishing your work as you go along. There are various reasons for this:

– publications assist in final preparation of your thesis disseminating your knowledge and experience,
– it gives you an academic profile and raises the profile of your institution,
– research publications generate income for the University,
– publications enhance your CV and may help in gaining employment, and
– you may even become rich and famous - but don't count on it!
Paper Structure

• Title
• Affiliation
• Abstract
• Keywords
• Nomenclatures
• Introduction
• Materials and methods
• Results and Discussions
• Conclusions
• References
Abstract

Abstract should not exceed 300 words (without reference).

Abstract must include following sections:

Problem Statement: This section should include answers of the questions:
- Why was research needed?.
- What was the context of the work?.
- Introduce the problem or provide background for what you will address.

Approach:
- What did you do and how did you go about solving or making progress on the problem.
- Describe the method of research, study, or analysis applied to the problem.

Results:
- What results did you get?
- State what you found and relate it to the problem.
- Summarize the major results in numbers, avoid vague, hand waving results such as “very small” or “significant”.

Conclusions/Recommendations:
- What are the implications of your answer?
- State the relevance, implications, or significance of the results or conclusions, to the business.
- Significance of work is often implied by the recommendations or implications for future work.

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## A Structured Abstract

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<tr>
<th>Purpose of this paper</th>
<th>What are the reason(s) for writing the paper or the aims of the research?</th>
</tr>
</thead>
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<tr>
<td>Design/methodology/approach</td>
<td>How are the objectives achieved? Include the main method(s) used for the research. What is the approach to the topic and what is the theoretical or subject scope of the paper?</td>
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<tr>
<td>Findings</td>
<td>What was found in the course of the work? This will refer to analysis, discussion, or results.</td>
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<tr>
<td>Research limitations/implications (if applicable)</td>
<td>If research is reported on in the paper this section must be completed and should include suggestions for future research and any identified limitations in the research process.</td>
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Author Keywords: New product Development; Virtual teams; Concurrent Collaboration; Review paper

KeyWords Plus: DEVELOPMENT TEAMS; PERFORMANCE; TECHNOLOGY; KNOWLEDGE; COMMUNICATION; PERSPECTIVE; INTEGRATION; INNOVATION; NETWORK; WORKING
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Thank you!

Nader Ale Ebrahim, Ph.D
Independent Researcher
Technology Management Consultant
"Research Tools” Advisor

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