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| Book Name: | **Contemporary Issues in Business and Management** |
| Manuscript Number: | **Ms\_BPR\_3337.10** |
| Title of the Manuscript:  | **The Effectiveness of Line of Sight to Achieve Strategic Alignment at the University of KwaZulu-Natal** |
| Type of the Article | **Book Chapter** |

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| PART 1: Review Comments |
| Compulsory REVISION comments | Reviewer’s comment | Author’s Feedback *(Please correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)* |
| **Please write a few sentences regarding the importance of this manuscript for the scientific community. Why do you like (or dislike) this manuscript? A minimum of 3-4 sentences may be required for this part.** | **The manuscript offers a valuable exploration of the Line of Sight (LOS) concept in enhancing strategic alignment within higher education institutions, with a specific focus on the University of KwaZulu-Natal. The research addresses pressing challenges within higher education, including employee engagement, accountability, and effective strategic management, which are globally relevant issues. The integration of quantitative analysis provides empirical support for the study's assertions, enhancing the robustness and clarity of its findings. While the manuscript offers significant insights, there is potential to delve deeper into the practical applications of LOS in diverse educational contexts, as well as to provide more concrete recommendations for strengthening engagement practices across hierarchical levels.** |  |
| **Is the title of the article suitable?****(If not please suggest an alternative title)** | **The current title, "The Effectiveness of Line of Sight to Achieve Strategic Alignment at the University of KwaZulu-Natal," is clear and relevant. It accurately reflects the study's focus on "Line of Sight" (LOS) as a mechanism for achieving strategic alignment within the University of KwaZulu-Natal. However, the title could be improved to more fully capture the study's scope, encompassing key concepts such as "strategic alignment," "higher education institutions," and potentially "performance outcomes."****Suggested title: Bridging Gaps in Strategic Alignment: The Impact of Line of Sight on University Performance Outcomes** |  |
| Is the abstract of the article comprehensive? Do you suggest the addition (or deletion) of some points in this section? Please write your suggestions here. | **The abstract of the manuscript delivers a comprehensive overview of the investigation, focusing on the role of Line of Sight (LOS) in attaining strategic alignment and enhancing organizational performance within a Higher Education Institution (HEI). However, there are areas where clarity and comprehensiveness could be ameliorated. The abstract would benefit from incorporating specifics about the sample size and response rate to provide readers with a clearer picture of the study's breadth and reliability. Additionally, while it addresses the alignment of Key Performance Areas (KPAs) and LOS effectiveness, it could highlight the most critical insights, especially those concerning discrepancies in perceptions of accountability and strategic clarity, which are paramount for understanding the study's impact. From a practical standpoint, the abstract could be bolstered by briefly noting how these findings could be applied in HEIs to improve strategic outcomes, thereby underscoring the study's relevance beyond the particular context. Moreover, reducing the use of technical terms, or briefly explaining them, would make the abstract more comprehensible to a wider audience. These enhancements would provide a more coherent and impactful summary of the study’s goals, findings, and significance.** |  |
| **Are subsections and structure of the manuscript appropriate?** | **The manuscript "The Effectiveness of Line of Sight to Achieve Strategic Alignment at the University of KwaZulu-Natal" exhibits a meticulously organized structure and well-defined subsections. The paper skillfully segments its content into an Abstract, Introduction, Research Design, Discussion, Conclusions, and Recommendations, ensuring clear and smooth progression of ideas. Each section is intentionally crafted to bolster the overall narrative, with a logical flow guiding readers through the study's objectives, methodology, findings, and conclusions. Nevertheless, minor structural improvements could enhance readability and comprehension. For instance, certain subsections within the "Research Design" and "Strategic Management in Higher Education Institutions" sections encompass extensive theoretical discussions that, while informative, sometimes obscure the direct connection to the study's findings. Streamlining these elements into a more concise format or relocating some theoretical background to the introduction could refine the structure. On the whole, the manuscript's layout is functional and aids in-depth understanding of the topic. Minor adjustments could further illuminate the manuscript, aligning it more closely with the research objectives and findings.** |  |
| **Please write a few sentences regarding the scientific correctness of this manuscript. Why do you think that this manuscript is scientifically robust and technically sound? A minimum of 3-4 sentences may be required for this part.** | **The manuscript offers a well-structured and scientifically rigorous examination of the "Line of Sight" (LOS) concept as a strategy for achieving strategic alignment within a Higher Education Institution (HEI). By utilizing a conceptual framework rooted in established theories, such as human capital theory, the study enhances its scientific legitimacy. Its quantitative approach is appropriately aligned with its research objectives, ensuring high technical soundness through the use of quantitative data and rigorous statistical analyses. Moreover, the incorporation of a pilot study to refine the survey instrument lends additional credibility to the findings, highlighting the manuscript's scientific rigor and reliability.** |  |
| **Are the references sufficient and recent? If you have suggestions of additional references, please mention them in the review form.****-** | **The manuscript's reference list is largely sufficient and includes recent studies, demonstrating a solid grounding in contemporary research. Nevertheless, to further enhance the relevance and depth of the literature review, I recommend incorporating additional references that highlight recent advancements in strategic alignment in higher education, especially concerning digital transformation and adaptability. For instance, including works that discuss the integration of data analytics for strategic decision-making in higher education (e.g., recent studies from Higher Education and Journal of Strategic Management) could provide valuable insights. Furthermore, research focused on cross-functional collaboration in HEIs and its impact on achieving strategic objectives could offer a more comprehensive view of the challenges and opportunities. Adding sources such as Mone et al. (2018) on performance management and engagement or Fuertes et al. (2020) on collaborative success factors in HEIs would be beneficial. These additions could enrich the study by connecting the theoretical framework to broader, practical applications in higher education strategic management.** |  |
| Minor REVISION commentsIs the language/English quality of the article suitable for scholarly communications? | **The manuscript titled "The Effectiveness of Line of Sight to Achieve Strategic Alignment at the University of KwaZulu-Natal" demonstrates a generally satisfactory level of language quality for scholarly discourse, albeit with room for targeted enhancements. The vocabulary is suitably chosen for an academic audience, reflecting a deep understanding of the subject through the use of specialized terminology relevant to strategic management and higher education. However, certain sections contain intricate sentence structures and dense wording that may impede readability for some readers. Additionally, minor grammatical inconsistencies and awkward phrasing slightly diminish the text’s overall clarity. Improving these areas with simpler syntax and more concise expressions would render the manuscript more accessible and fluid, better aligning it with scholarly writing standards. In summary, while the English language quality is adequate for a research manuscript, refining these elements would augment its effectiveness in academic communication.** |  |
| Optional/General comments | **The manuscript offers a substantial contribution to the field of strategic management in higher education, providing a robust conceptual framework and relevant findings. By further elaborating on specific aspects, such as sample diversity and implementation strategies, this study could serve as a foundational reference for enhancing strategic alignment efforts within higher education institutions.** |  |

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| **PART 2:**  |
|  | **Reviewer’s comment** | **Author’s comment** *(if agreed with reviewer, correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)* |
| **Are there ethical issues in this manuscript?**  | *(If yes, Kindly please write down the ethical issues here in details)* |  |

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| **Reviewer Details:** |
| Name: | **Josephine Diana S. Campos** |
| Department, University & Country | **Bulacan State University, Philippines** |