

A circular inset photograph in the top-left corner shows a young woman with dark hair tied back in a bun, wearing large hoop earrings and a light-colored blazer over a dark top. She is looking down at a white laptop computer. The background is a plain, light-colored wall.

# 20106 Management Capstone

## Lecture - Week 5

Dr Rebecca Dong UTS Business School



# Learning Objectives

Having decided on your research paradigm, selected a research topic and begun to investigate the relevant literature, you are now ready to determine your research design.

This will enable you to write up your research proposal.

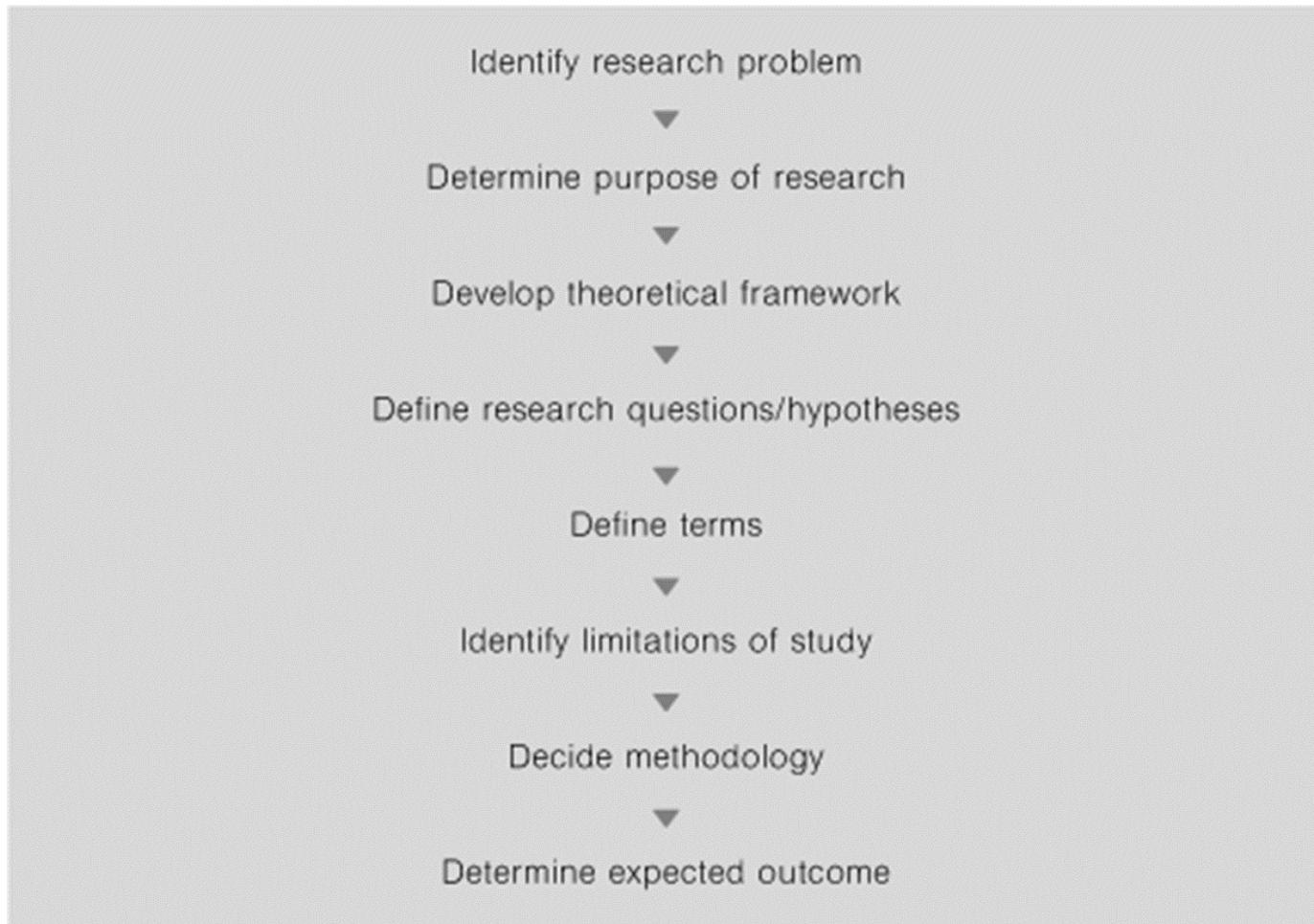
- 1 Planning the research report (design, format, structure, writing style)
- 2 Content of the report
- 3 Presenting the qualitative data
- 4 Presenting the quantitative data
- 5 Writing papers and articles



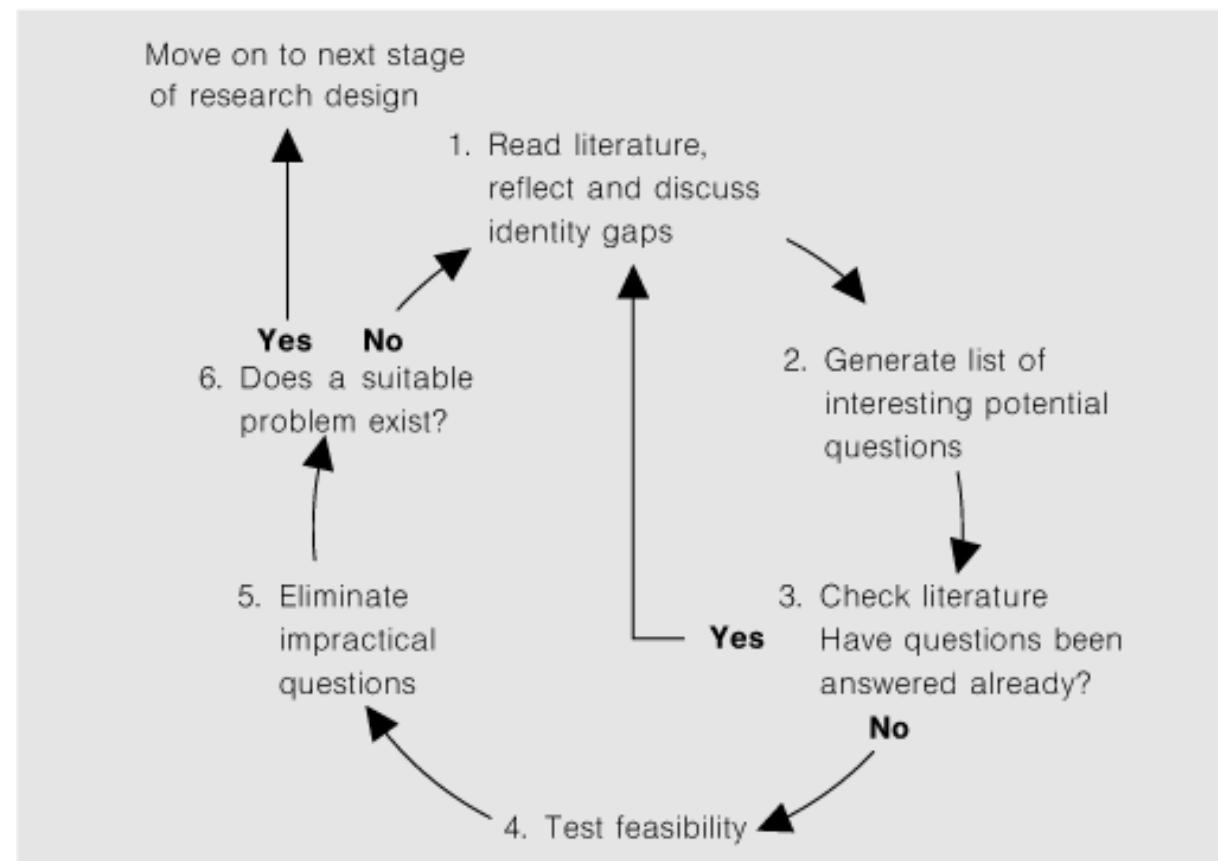
## Overview of research design

- Research design is the ‘science (and art) of planning procedures for conducting studies so as to get the most valid findings’ (Vogt, 1993, p. 196).
- Determining your research design will give you a detailed plan which you will use to guide and focus your research.
- Before you can begin constructing the research design for your project, you need to have determined your research paradigm (see Lecture 3) and chosen a research topic (Lecture 4)

# Overview of research design



## 2. Identify research problem



Procedure for identifying a research problem

## Checklist for research planning

Creswell (1994, p. 3) suggests that the following questions provide a useful checklist for students planning a study:

- 1) Is the project researchable, given time, resources, and availability of data?
- 2) Is there a personal interest in the topic in order to sustain attention?
- 3) Will the results from the study be of interest to others, especially to the research committee who will be responsible for accepting or rejecting your proposal?
- 4) Does the study fill a void replicate extend; or develop new ideas in the literature?
- 5) Is the research likely to be publishable in an academic journal?
- 6) Will the project contribute to your career goals?

# Assessing availability of data

Type of data	Source
The literature	Check in relevant libraries and databases
Official statistics	Official statistics are available covering almost every conceivable topic, if you know where to look. Refer to the official guides to published statistics
Industry data	You may need background information about a particular industry. Check in libraries for publications such as the Mintel Keynote Reports
Company data	General information about companies is available through many libraries and from the company's annual report and accounts
In-company data	This is one of the most difficult areas to assess. List exactly what information you will require and get official approval, preferably in writing. Do not try to use back door methods of getting information from your brother's girlfriend's uncle who happens to work in the accounts department!
People	How many will you need to see? Do you know them already? Have you the necessary interview skills to get what you want? Have you enough time?
Surveys	Where will you find a population of suitable respondents? How will you contact them? What response rate could you expect? Therefore, how many questionnaires will you have to send out to get a reasonable number of replies?



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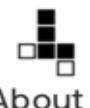
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### Market information

How to find information on a particular market, for example the soft drink industry in Asia and Australia. [Passport GMID](#), [MintGlobal](#), [Marketline Advantage](#) and [WARC](#) (world's most comprehensive marketing information service) are good sources of this kind of information.

### Share prices

The [Australian Stock Exchange \(ASX\)](#) and the [Australian Financial Review](#) newspaper give detailed and continuous updates on company share prices.

**Company information and organizational structure (for example annual reports, staffing numbers, company financials, etc.)**

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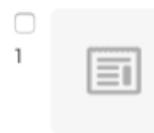
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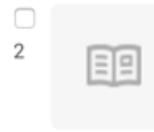
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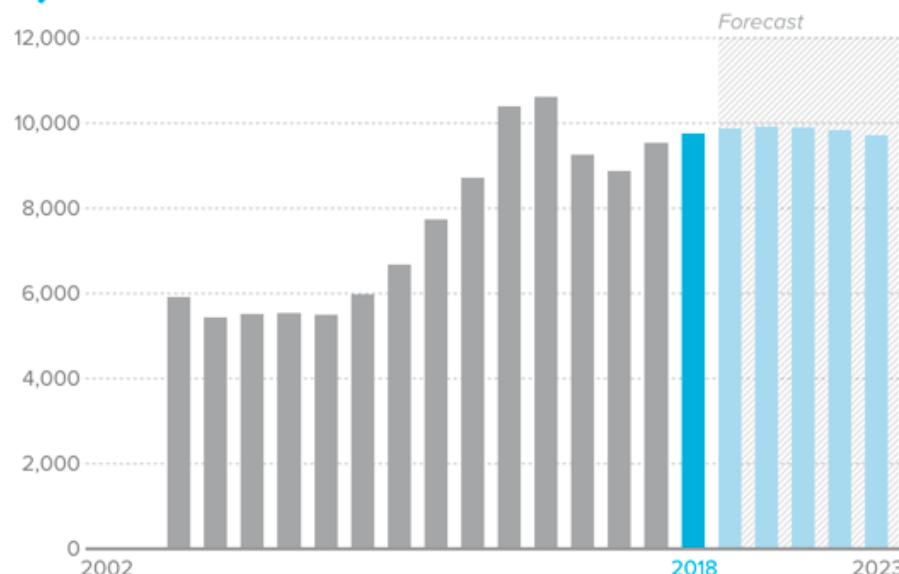
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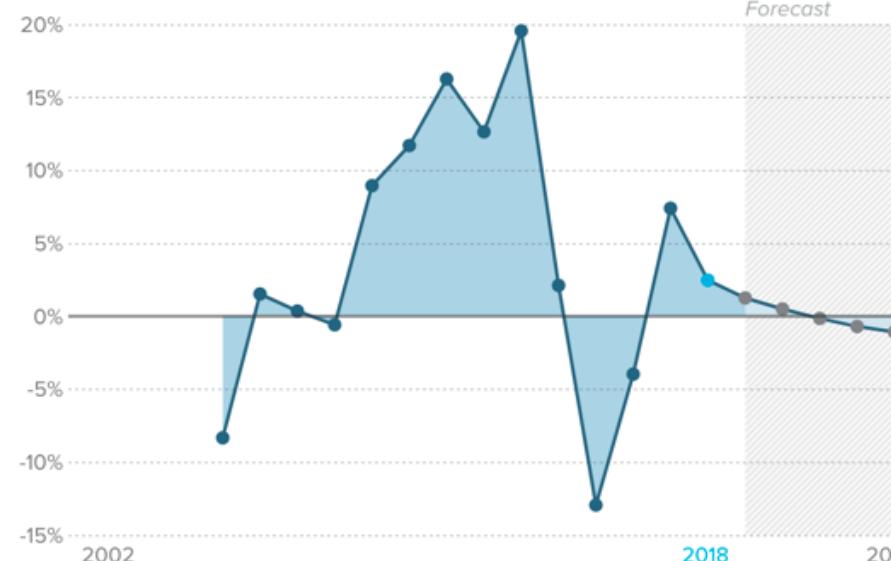
#### Sales of Mobile Phones

Retail Volume - '000 units - 2002-2023

**9,714**

#### Sales Performance of Mobile Phones

% Y-O-Y Retail Volume Growth 2002-2023

**2.4%**

## Channel Distribution for Mobile Phones

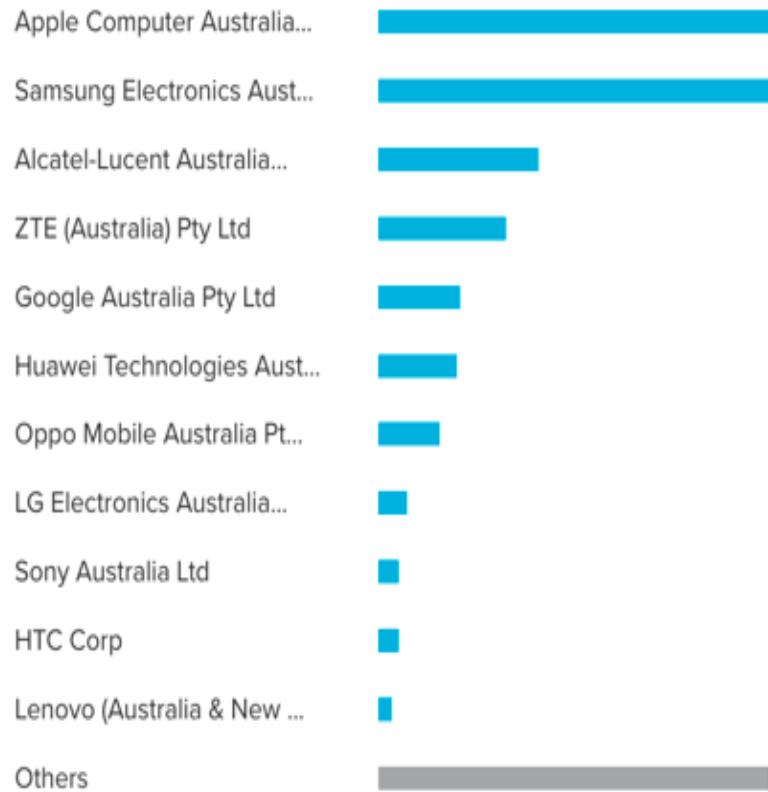
Retail Volume 2018 and Percentage Point Growth - 2013-2018



## Competitive Landscape

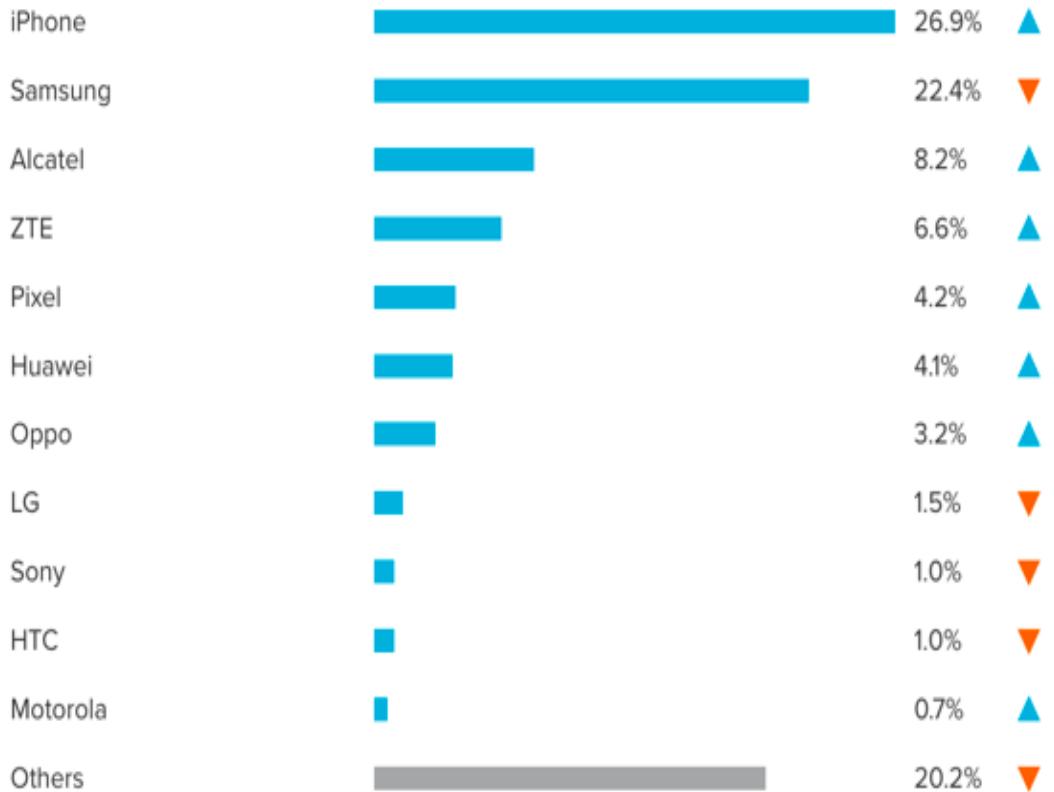
### Company Shares of Mobile Phones

% Share (NBO) - Retail Volume - 2018



### Brand Shares of Mobile Phones

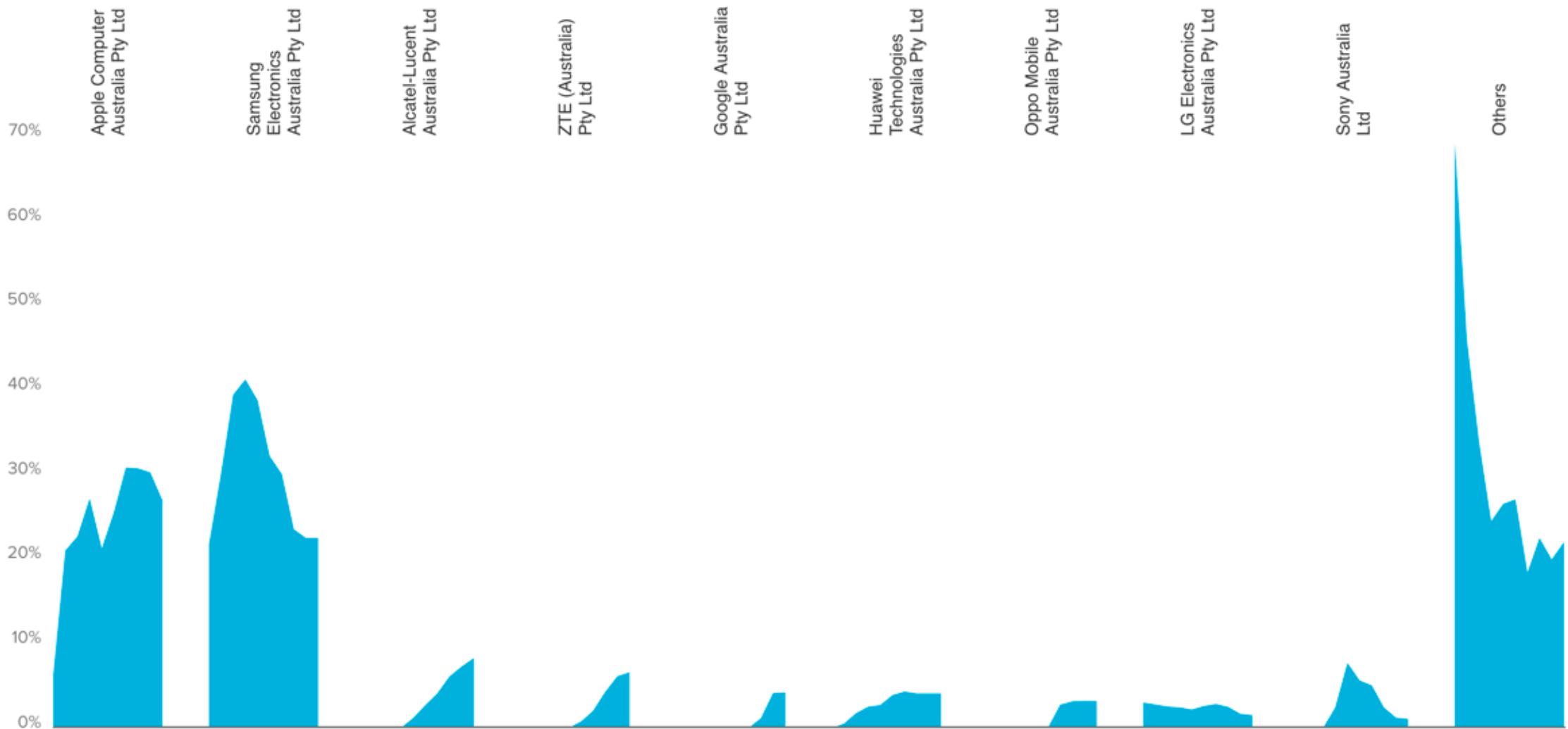
% Share (LBN) - Retail Volume - 2018



▲ Increasing share   ▼ Decreasing share   — No change

## Company Share Performance in Mobile Phones

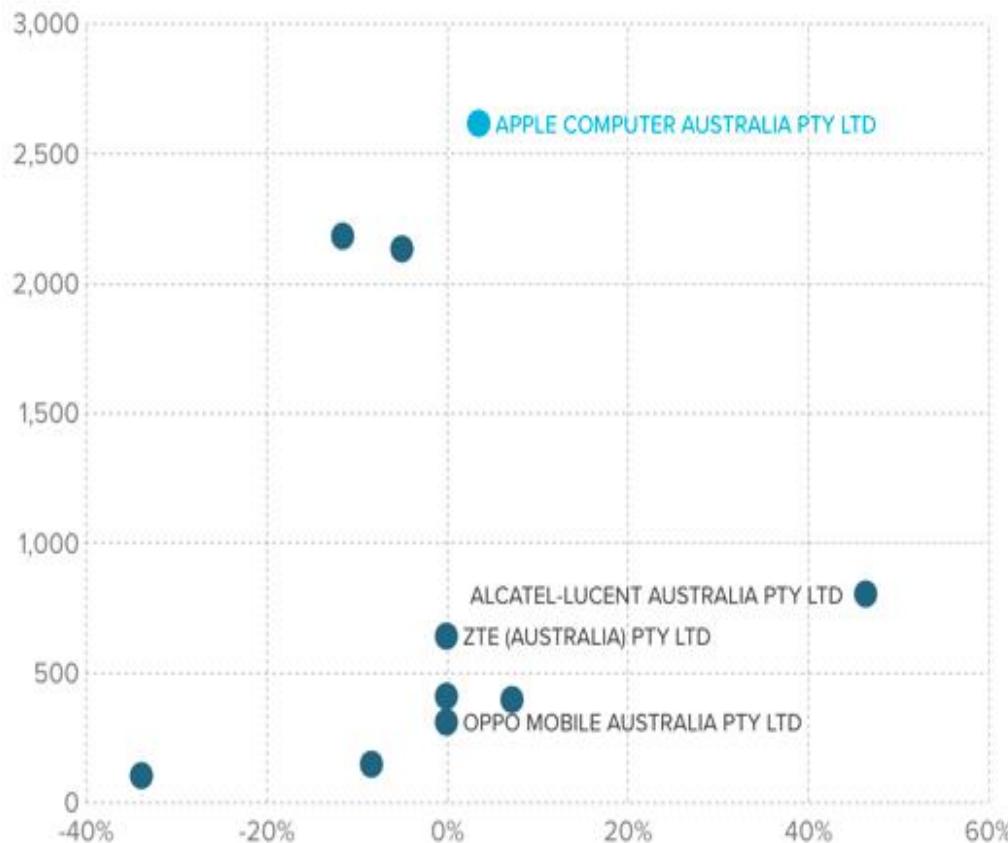
% Share (NBO) - Retail Volume - 2009-2018



## Retail Sales Performance by Company

Retail Volume (NBO) - '000 units 2018 - % CAGR 2013-2018

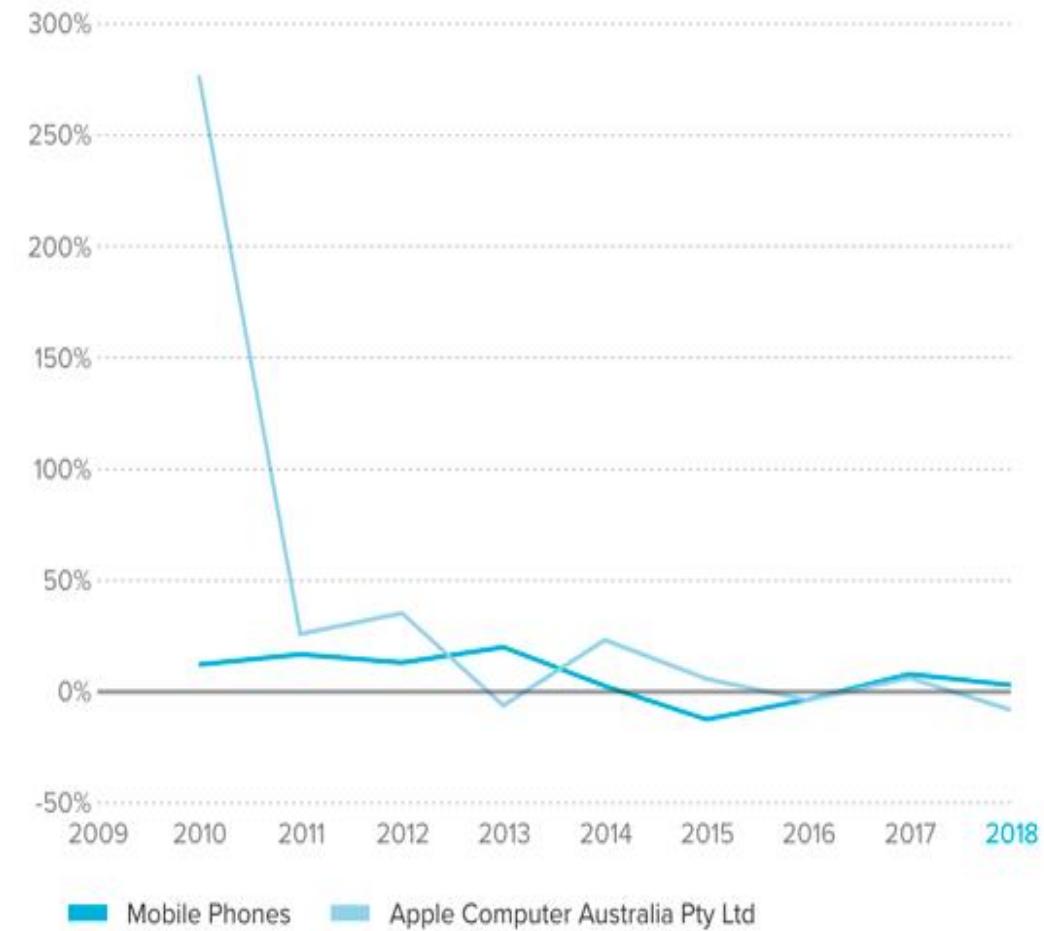
Click on company to compare against market



## Company Performance vs Market

% Y-O-Y Growth (NBO) 2009-2018

[Apple Computer Australia Pty Ltd](#)



## Writing the Introduction

- This is an overview of your proposed study
  - Explain the **research problem** or issue and the overall **purpose of the study**, defining key terms as they arise in the narrative
  - Describe the **background to the study** and explain why it is important or of interest and to whom
  - State the **aims and objectives** of the study
  - Briefly describe the **structure of the remainder of the proposal**

## Knowledge gap

You need to consider what you will need to know and do to complete your research.

You also need to think about the other types of skills you may need for your research, such as:

- 1) questionnaire design and coding
- 2) interpretation of completed questionnaires
- 3) statistical analysis of the data
- 4) use of computer software packages for analysis and presentation of the data
- 5) interviewing skills
- 6) analysing quantitative and qualitative data.

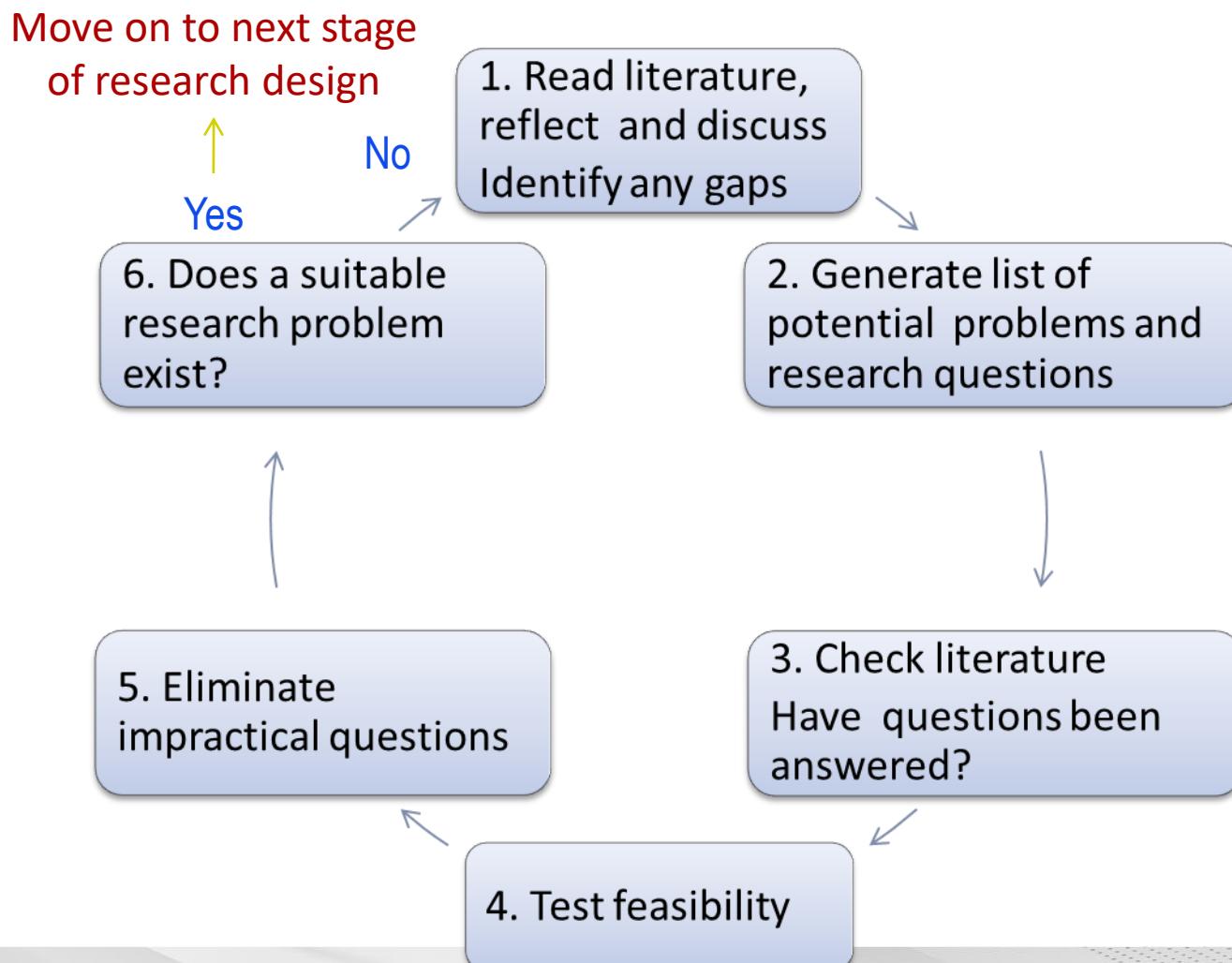
# 1. Stating the research problem

When you have chosen your research problem, you should try to write a simple statement describing it.

## Examples of business research problems

<i>Research topic</i>	<i>Research problem or issue</i>
Accounting regulations	Should accounting practices be regulated by the government or by the accounting profession?
Corporate governance	How can corporate governance be extended to employee communications?
Financial accounting in the NHS	How do fundholding GPs use financial accounting?
Stakeholder financial communications	What are the most effective ways of communicating financial information to stakeholders?
Environmental issues in accounting ethics	What are the criteria by which shareholders measure 'green' companies?
Environmental issues in manufacturing	How do 'green' factors influence supplier selection in manufacturing?
Equal employment opportunities for women	How do career break schemes contribute to the recruitment and retention of skilled female staff?
Public service announcements as a method of communication	How effective are public service announcements as a vehicle for communicating with students?

# Identifying a research problem





## Exercise 2 Examples of research problems

What research problems or issues are you planning to investigate?

## Examples of research problems

- **Corporate governance** – How corporate governance can be extended to employee communications
- **Accounting in the NHS** – The use of financial and/or management accounting by doctors in general practice
- **Financial reporting** – The most effective way of communicating financial information to stakeholders
- **Environmental issues in manufacturing** – Influence of ‘green’ factors on supplier selection in the manufacturing sector
- **Gender issues in employment** – The effect of career-break schemes on the recruitment and retention of skilled staff
- **Communication methods** – The effectiveness of public service announcements for communicating with students

## 2. Determining the purpose of the research

Having chosen a suitable research problem, you need to decide what the objectives or aims of the research will be. It need only be a few sentences long and its aim is to convey the overall purpose of the study.

Purpose statements vary according to whether you are adopting a positivistic or a phenomenological paradigm. It determines the variables to be examined, the theory to be employed, and the methods and refers to the sample being studied.

All terms used should be defined. It is normal to write in the **passive**.

## Simple model of a positivistic purpose statement

The purpose of this \_\_\_\_\_ (experimental? survey?) study \_\_\_\_\_ (is? was? will? be?) to test the theory of \_\_\_\_\_ that \_\_\_\_\_ (compares? relates?) the \_\_\_\_\_ (independent variable) to \_\_\_\_\_ (dependent variable) for \_\_\_\_\_ (subjects? sample?) at \_\_\_\_\_ (research site). The independent variable(s) \_\_\_\_\_ will be defined generally as \_\_\_\_\_ (provide general definition). The dependent variable(s) will be defined generally as \_\_\_\_\_ (provide general definitions), and the intervening variable(s), \_\_\_\_\_ (identify the intervening variables) will be statistically controlled in the study.

**The purpose of this survey study is to test the social network theory that relates political connections and R&D outcomes for Chinese private companies.**

## Simple model of a phenomenological purpose statement

The purpose of this study \_\_\_\_\_ (is? was? will be?) to \_\_\_\_\_ (understand? describe? develop? discover?) the \_\_\_\_\_ (central concept being studied) for \_\_\_\_\_ (the unit of analysis: a person? process? groups? site?) using a \_\_\_\_\_ (method of phenomenological design?) resulting in a \_\_\_\_\_ (cultural picture? grounded theory? case study? phenomenological description of themes or patterns?). At this stage in the research the \_\_\_\_\_ (central concept being studied) will be defined generally as \_\_\_\_\_ (provide a general definition of the central concept).

**The purpose of this ethnography will be to develop a greater understanding of the cultural influence on young immigrants at a northeastern community college .**

### 3. Choosing the unit of analysis

#### Units of analysis

<i>Unit of analysis</i>	<i>Description</i>
An individual	A person is the most common unit of analysis in business research; for example, a manager, a union member or a customer
An event	This is a particular incident; for example, a strike, a decision to relocate or a purchase
An object	In business research this is likely to be a commodity; for example, a machine, a product or a service
A body of individuals	This includes groups of people and organisations; for example, a work group, a committee or a department
A relationship	This is a connection between two or more individuals or bodies; for example, a buyer/seller relationship, a manager/employee relationship, a management/union relationship, a company/supplier relationship or a relationship between a head office and its retail outlets. (An individual or body may be part of more than one relationship)
An aggregate	This is a collection of undifferentiated individuals or bodies with no internal structure; for example, supporters of a particular football club, parents of children at a certain school, sole traders in a particular part of a city, or companies in a specific industry

## Preliminary review of the literature

- Your **preliminary literature review** should be an evaluation of the main studies/items that are relevant to the research problem
  - Cite the **key authors** and develop a **conceptual framework** or **theoretical framework** by referring to the **concepts/ theories** in the literature
  - Students using **grounded theory** (see Chapter 9) need to provide a context for their study
  - Conclude by explaining where your research fits into the gaps or deficiencies in the literature and state your main **research question(s)**

## 4. Developing a theoretical framework

- A theory is ‘a set of interrelated constructs (variables), definitions and propositions that presents a systematic view of phenomena by specifying relationships among variables with the purpose of explaining natural phenomena’ (Kerlinger, 1979, p. 64).
- On a more simple level, theories are ‘explanations of how things function or why events occur’ (Black, 1993, p. 25).
- A theoretical framework is a collection of theories and models from the literature which underpins a positivistic research study.
- The theoretical framework is a fundamental part of this type of research as it explains the research questions or hypotheses.

## 4. Developing a theoretical framework

A hypothesis is an **idea** or **proposition** which can be tested for association or causality using statistics.

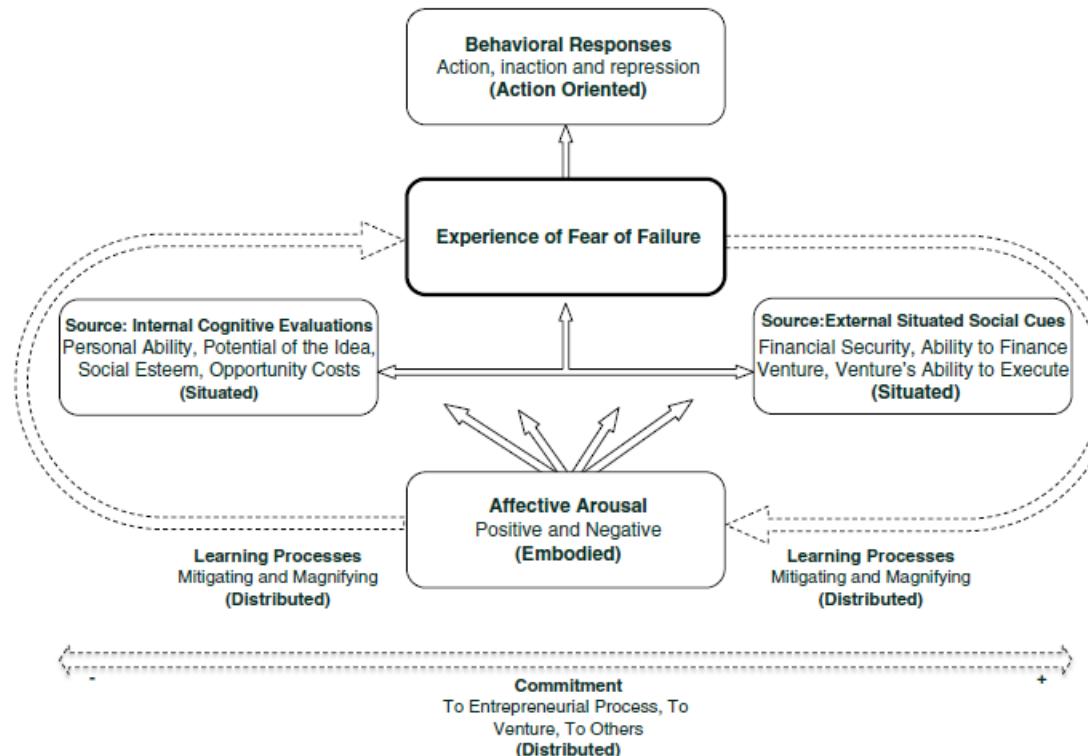
According to Merriam (1988), theories can be classified into three types:

- 1) grand theories, which are most often found in the natural sciences
- 2) middle-range theories, which are placed higher than mere working hypotheses, but do not have the status of a grand theory
- 3) substantive theories, which are developed within a certain context.

# Theoretical framework example (qualitative)

## 6.1. Fear of failure is socially situated

At the core of a socially situated conceptualization of fear of failure, is the idea that fear of failure is situated in a larger social context. As described by Smith and Semin (2006: 134), cognition is "not isolated in inner representations and processes but causally interdependent with the current physical and social environment." From this perspective, both the external situation in which fear of failure is experienced (the current physical and social environment) and the individual's internal cognitive

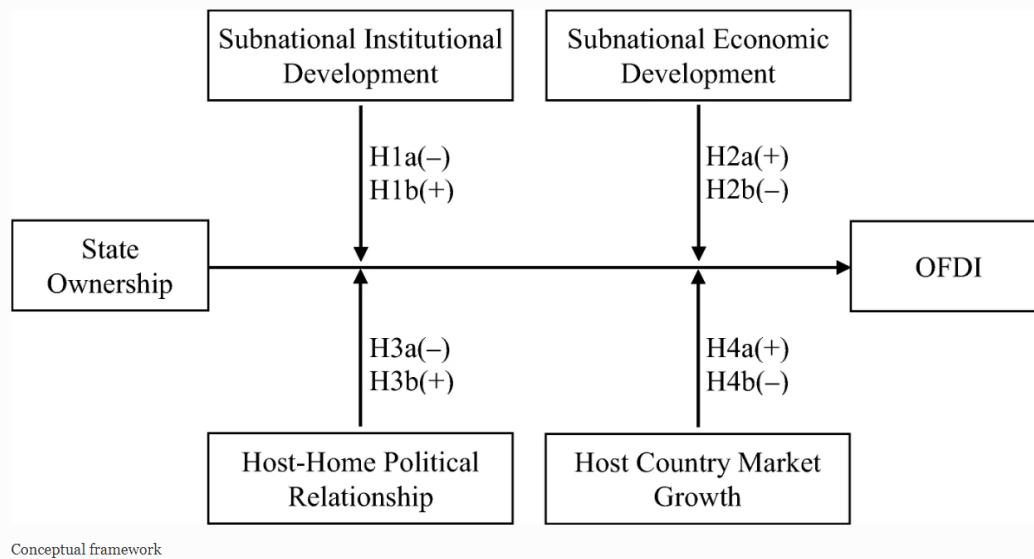


Cacciotti, G., Hayton, J. C., Mitchell, J. R., & Giazitzoglu, A. (2016). A reconceptualization of fear of failure in entrepreneurship. Journal of Business Venturing, 31(3), 302-325.

# Theoretical framework example (quantitative)

Fig. 1

From: [State ownership of Chinese firms and their outward foreign direct investment: Political and economic contingencies](#)



## Hypothesis 1

The relationship between state ownership and OFDI is (a) negative when institutional development in the home region is low, but (b) positive when institutional development in the home region is high.

## Hypothesis 2

The relationship between state ownership and OFDI is (a) positive when economic development in the home region is low, but (b) negative when economic development in the home region is high.

## Hypothesis 3

The relationship between state ownership and OFDI is (a) negative when the host–home political relationship is weak, but (b) positive when the host–home political relationship is good.

## Hypothesis 4

The relationship between state ownership and OFDI is (a) positive when market growth is low in the host market, but (b) negative when market growth is high in the host market.

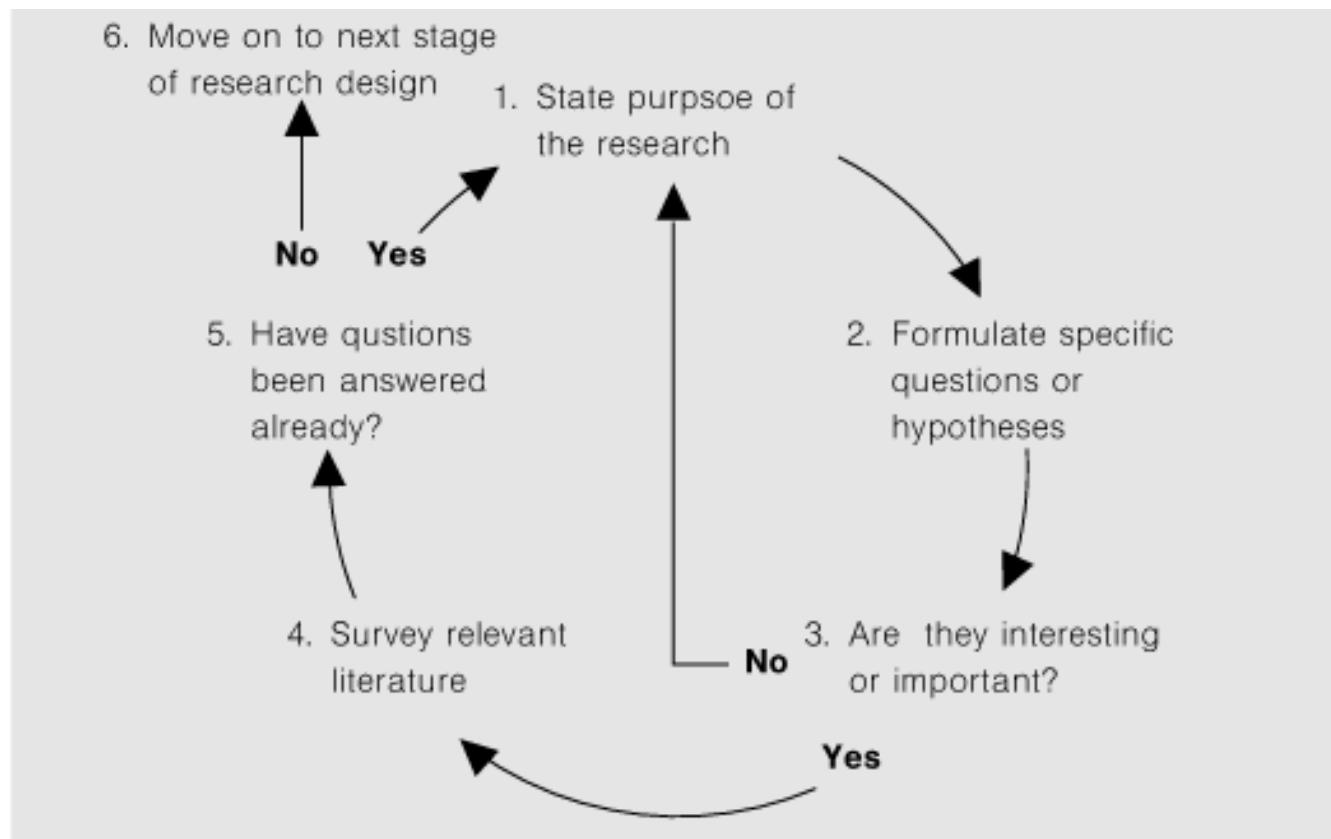
Tang, R. W., Shu, C., & Zhou, K. Z. (2021). State ownership of Chinese firms and their outward foreign direct investment: Political and economic contingencies. *Asia Pacific Journal of Management*, 1-27.

## 5. Defining research questions or hypotheses

In a positivistic study Black (1993) recommends a specific research question, followed by a number of hypotheses.

In a phenomenological study there may only be one research question, which you may need to refine during the course of the research.

### Developing research questions



## Research questions in positivistic studies

Kerlinger (1986) suggests that good research questions for a positivistic study should:

- 1) express a relationship between variables
- 2) be stated in unambiguous terms in question form
- 3) imply the possibility of empirical testing

For example, if your project was an investigation into the introduction of a career break scheme at a particular company, you might ask the following research questions:

- 1) What impact does a career break scheme have on the recruitment of skilled female staff?
- 2) What impact does a career break scheme have on the retention of skilled female staff?

Under a positivistic paradigm, it is traditional to state the research questions as hypotheses, particularly if you are conducting an experimental study.

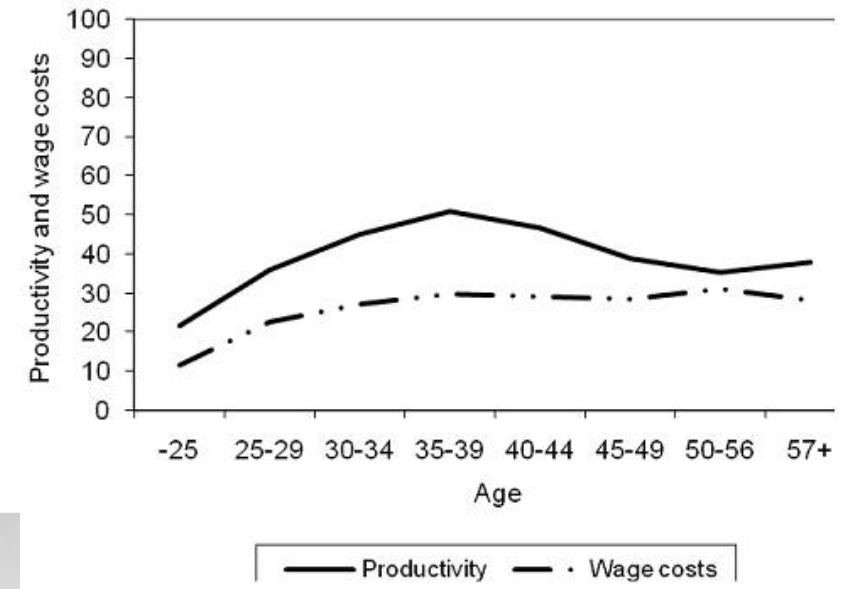
## Writing Simple Hypothesis (Examples)

***H0 There is no relationship between an employee's age and productivity.***

***H1 There is a relationship between an employee's age and productivity.***

In this example, age is the independent variable and productivity is the dependent variable.

The purpose of your research will be to test specific aspects of any theory you may have found in the literature which suggests that there is a relationship between age and productivity level.



# Writing Complex Hypothesis (Examples)

## Hypothesis 1

Home country institutional constraints strengthen the relationship between host country risk and the ownership level of a firm's entry strategy such that the higher (lower) the level of institutional constraints in the firm's home country, the stronger (weaker) the relationship between host country risk and the firm's ownership strategy.

## Hypothesis 2

Risk-taking tendencies strengthen the relationship between host country risk and the ownership level of a firm's entry strategy such that the higher (lower) the level of risk-taking tendencies in the firm's home country, the stronger (weaker) the relationship between host country risk and the firm's ownership strategy.

## Hypothesis 3a

The effectiveness of institutional constraints in regard to strengthening the relationship between host country risk and the ownership level of a firm's entry strategy increases in the presence of strong risk-taking tendencies and vice versa.

## Hypothesis 3b

The effectiveness of institutional constraints in regard to strengthening the relationship between host country risk and the ownership level of a firm's entry strategy decreases in the presence of strong risk-taking tendencies and vice versa.

Tang, R. W., & Buckley, P. J. (2020). Host country risk and foreign ownership strategy: Meta-analysis and theory on the moderating role of home country institutions. International Business Review, 29(4), 101666.

## Research questions in phenomenological studies

The criteria for a good research question is less clear in phenomenological studies than in positivistic studies. This is due to the importance of the interaction between the researcher and the subject of the study in the former.

Your research questions often evolve during the process of research and may need to be refined or modified as the study progresses.

Creswell (1994) suggests that you should:

- 1) avoid wording that suggests a relationship between variables, such as 'effect', 'influence', 'impact', 'determine'
- 2) use open-ended questions without reference to the literature or theory, unless otherwise dictated by the research design
- 3) use a single focus and specify the research site.

## Research questions in phenomenological studies

It is usual to begin the research questions with ‘what’ or ‘how’, but to avoid words such as ‘cause’, ‘relationship’ or ‘association’, which might infer that a positivistic approach has been adopted.

For example:

- ***How do employees cope with redundancy in an area of high unemployment?***
- ***What is the key process of product innovation in your company?***

## 6. Defining terms

It is important to define any terms you use. You should define each term when you first use it and ensure that you are consistent in the way you use terms.

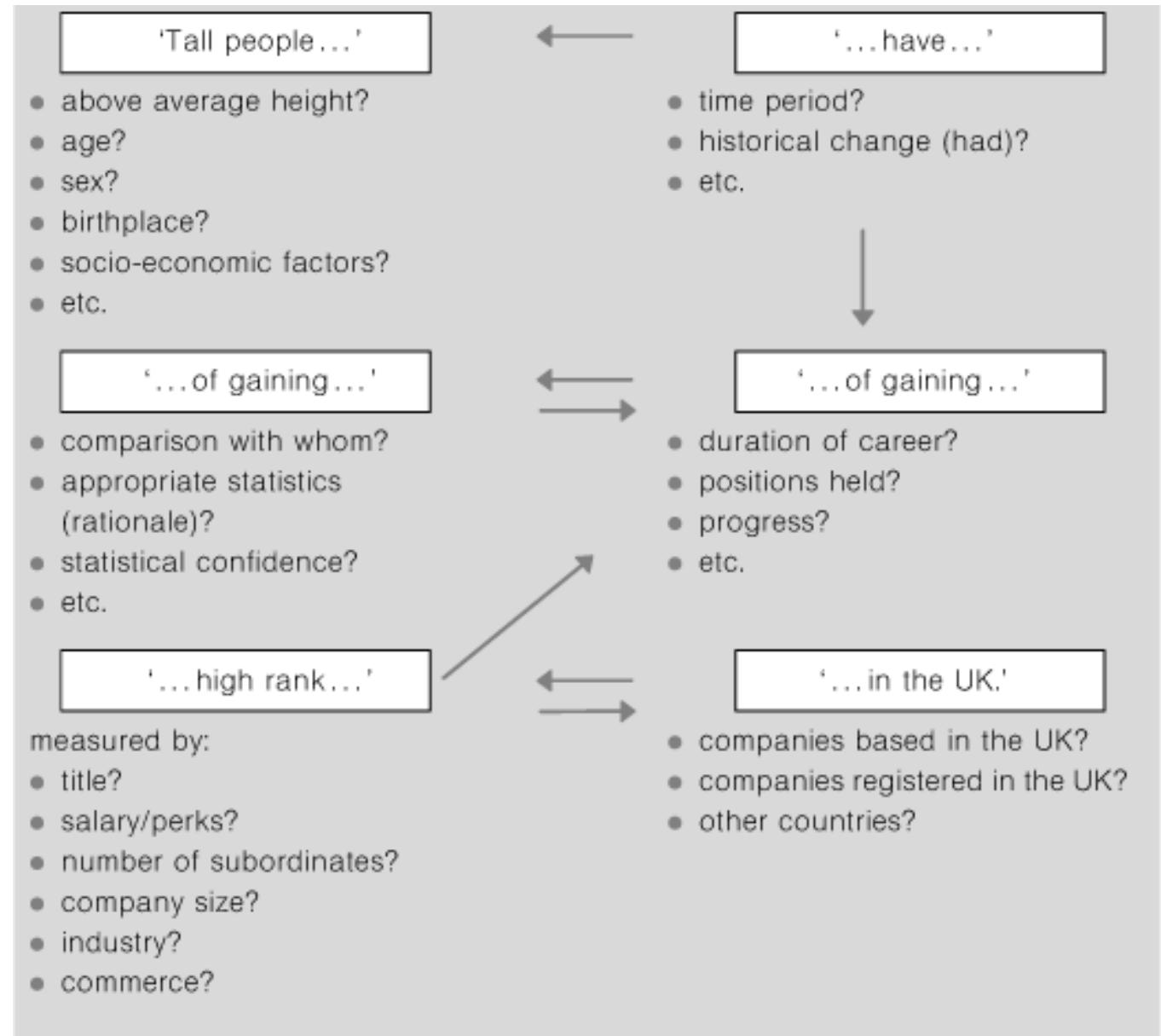
If appropriate, you should use an **authoritative definition**, which should, of course, be **referenced**.

**Deconstruction** is a useful means by which to analyse your research questions or hypotheses because the process enables you to define every term used in considerable detail within the context of your own research project

## Example

Deconstruction as a means of defining terms: ‘Tall people have a better chance of gaining high rank in the UK’

Ahmad, M. G., Klotz, A. C., & Bolino, M. C. (2020). **Can good followers create unethical leaders? How follower citizenship leads to leader moral licensing and unethical behavior.** *Journal of Applied Psychology*.



# Methodology

- This is where you describe your research design
  - Identify your research paradigm
  - Describe your methodology and methods for
    - Selecting a sample or cases
    - Collecting and analysing your research data
    - Justify your choices by comparing strengths and weaknesses with alternatives
  - Explain the delimitations/scope of the research (eg a group of people, a particular industry or region, or period of time)
  - Discuss limitations/weaknesses and ethical issues
  - Demonstrate that the study is feasible (eg you will have access to data, funding, skills and sufficient time)

## **Deciding the methodology**

This important aspect of research design was discussed in Lecture 3. You should be fairly clear that your choice of methodology is restricted by your chosen paradigm.

## **Determining the expected outcome**

Some institutions require students to comment on the expected outcome of their research project. This can be very difficult when you have not even started it! However, the best strategy is to emphasise what you expect may be the outcome, but also identify any problems you think you will experience.

## Ensuring a cohesive approach

- All students need to take a cohesive approach when designing the research
  - The **research problem** should dictate the focus of your **preliminary literature review** and this in turn should lead to your **research question(s)**
  - Your **methodology** should be chosen to enable you to investigate your **research question(s)** and your **methods** should be selected from those associated with your **research paradigm**

## Examples of a cohesive research design

Choose a methodology and methods that reflect your paradigm and enable you to answer your research questions

Research design	Positivism	Interpretivism
Methodology:	Survey	Case study
Sampling method:	Stratified random sample	Convenience sample
Method of data collection:	Self-completion questionnaire or content analysis	Semi-structured, face-to-face interviews
Method of data analysis:	Statistics to test hypotheses	Thematic analysis of interview transcripts

# Writing up Proposal

The main questions you are trying to answer when drafting your project proposal are:

- 1) Is my proposed research interesting, important and relevant?
- 2) Who has already done work in this area?
- 3) **What are my aims and objectives, my research questions?**
- 4) **How do I intend to conduct the research?**
- 5) Where do I intend to do the research?
- 6) What is my timetable for conducting the research?
- 7) What do I expect the outcome of the research to be?

## Indicative structure of a project proposal

<i>Chapter/section</i>	<i>Percentage of proposal</i>
Research purpose and research questions or hypotheses; explanation of why the research is important or interesting, and what your project is focusing on (the research problem); definition of key terms; limitations and delimitations	10
Theoretical framework and prior research; explanation of any assumptions and theories you are employing; literature review	30
Research paradigm and methodology; description of the sources of the data and the methods of collection and analysis	40
Expected outcome and timetable for the study	10
References	10
Total	100

# The content of research proposal (1)

## **Proposed title**

The proposed title of your research project should be as brief as possible and yet the reader should be able to understand what the research is about from the title. If you are carrying out the research in one particular company or industry, make this clear.

## **Proposed research problem**

The project objective(s) or research problem should be clearly stated. This statement is normally only one or two sentences long.

## **Proposed research questions or hypotheses**

You should make certain that the research questions or hypotheses follow logically from the research problem and that you will be able to find out the answers. It is better to omit a question if you know that it will be very difficult to find the answer, rather than keep it in because it looks impressive.

## **Proposed theoretical framework**

You must state clearly any theories or assumptions you are using.

## The content of research proposal (2)

### Preliminary literature review

The preliminary literature review should be a critical analysis of major research studies already conducted and other key contributions.

### Proposed research design

Your research design should demonstrate how you will answer the research questions. You will need to explain why you have selected your research methodology , the methods you will use to collect data ,and the techniques you will use to analyse the data.

### Proposed timetable

The timetable may be incorporated into your research design or shown separately.

### References

Your proposal must be properly referenced. You should use the term references if you are listing only those books and articles you have cited in your project.

## Approximate time for main stages of research

Stage	% of time
Choose a topic and search the literature to identify a research problem	10
Review the literature and define the research questions	20
Design the research and write the proposal	10
Collect the research data	20
Analyse and interpret the research data	20
Complete the writing of the dissertation or thesis	<u>20</u>
	<u>100</u>

## Project proposal checklist

1. Do you have, or can you acquire, the knowledge and skills to do the research?
2. Do you have the resources, such as computer facilities, travelling expenses?
3. If you need the cooperation of certain companies or individuals, have you obtained their consent?
4. Does your title describe your research satisfactorily?
5. Have you explained the importance and interest of your research?
6. Have you made a clear statement of the research problem and the research questions?
7. Is there a good description of your theoretical framework and research design?
8. Have you written a sound, critical analysis of previous studies and the literature?
9. Have you set out a timetable and is it realistic?
10. Are your references/bibliography complete and properly referenced?

# Writing a Qualitative paper (example)



## A reconceptualization of fear of failure in entrepreneurship

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### ABSTRACT

Fear of failure both inhibits and motivates entrepreneurial behavior and therefore represents a rich opportunity for better understanding entrepreneurial motivation. Although considerable attention has been given to the study of fear of failure in entrepreneurship, scholars in this field have investigated this construct from distinct disciplinary perspectives. These perspectives use definitions and measures of fear of failure that are potentially in conflict and are characterized by a static approach, thereby limiting the validity of existing findings about the relationship between fear of failure and entrepreneurship. The purpose of this paper is to delineate more precisely the nature of fear of failure within the entrepreneurial setting. Using an exploratory and inductive qualitative research design, we frame this construct in terms of socially situated cognition by adopting an approach that captures a combination of cognition, affect and action as it relates to the challenging, uncertain, and risk-laden experience of entrepreneurship. In so doing, we provide a unified perspective of fear of failure in entrepreneurship in order to facilitate progress in understanding its impact on entrepreneurial action and outcomes.

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# Writing a Quantitative paper (example)

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## Understanding Psychological Safety in Health Care and Education Organizations: A Comparative Perspective

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Psychological safety plays a vital role in helping people overcome barriers to learning and change in interpersonally challenging work environments. This article focuses on two such contexts—health care and education. The authors theorize differences in psychological safety based on work type, hierarchical status, and leadership effectiveness. Consistent with prior research, the authors employ cross-industry comparison to highlight distinctive features of different professions. The goal is to illuminate similarities and differences with implications for future psychological safety research. To do this, the authors review relevant literature and present analyses of large data samples in each industry to stimulate further research on psychological safety in both sectors, separately and together.

Fifty years ago, the concept of “psychological safety” was introduced as a critical factor in helping people learn new behaviors and overcome defensive routines (Schein & Bennis, 1965). Psychological safety today is seen as especially important for enabling learning and change in contexts characterized by high stakes, complexity, and essential human interactions, such as hospital operating rooms (Edmondson, Bohmer, & Pisano, 2001) and intensive care units (Nembhard & Edmondson, 2006). As these prior studies show, psychological safety plays a vital role in helping people overcome barriers to learning and change in interpersonally challenging work environments.

This article focuses on the role of psychological safety in two high-stakes and challenging contexts—health care and education—and uses comparative data to expose opportunities

# Any questions?



A photograph of a young woman with long, wavy brown hair, wearing a black and white horizontally striped t-shirt. She is looking down at a smartphone held in her hands. She is also wearing white earphones. The background is blurred, suggesting an indoor setting like a hallway or lobby.

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