



United States
International
University-Africa

United States International University

MIS 6220 RESEARCH METHODS

MID Semester Examination

Spring 2015

DATE : Wednesday 4th March 2015 TIME : 6.00 – 8.30 pm

STUDENT ID: _____ NAME: _____

Written examination (constitutes 20% the total course score)

Start: 6.00 pm End: 8.30 pm

READING TIME: : 5 minutes

WORKING TIME: : 2 1/2 hours

TOTAL TIME : : 2 1/2 hours 5 minutes

ATTEMPT : ALL QUESTIONS FROM THE TWO CASE STUDIES

GENERAL INSTRUCTIONS

- 2: This is an closed book examination. Text book/Reference books/notes are permitted.

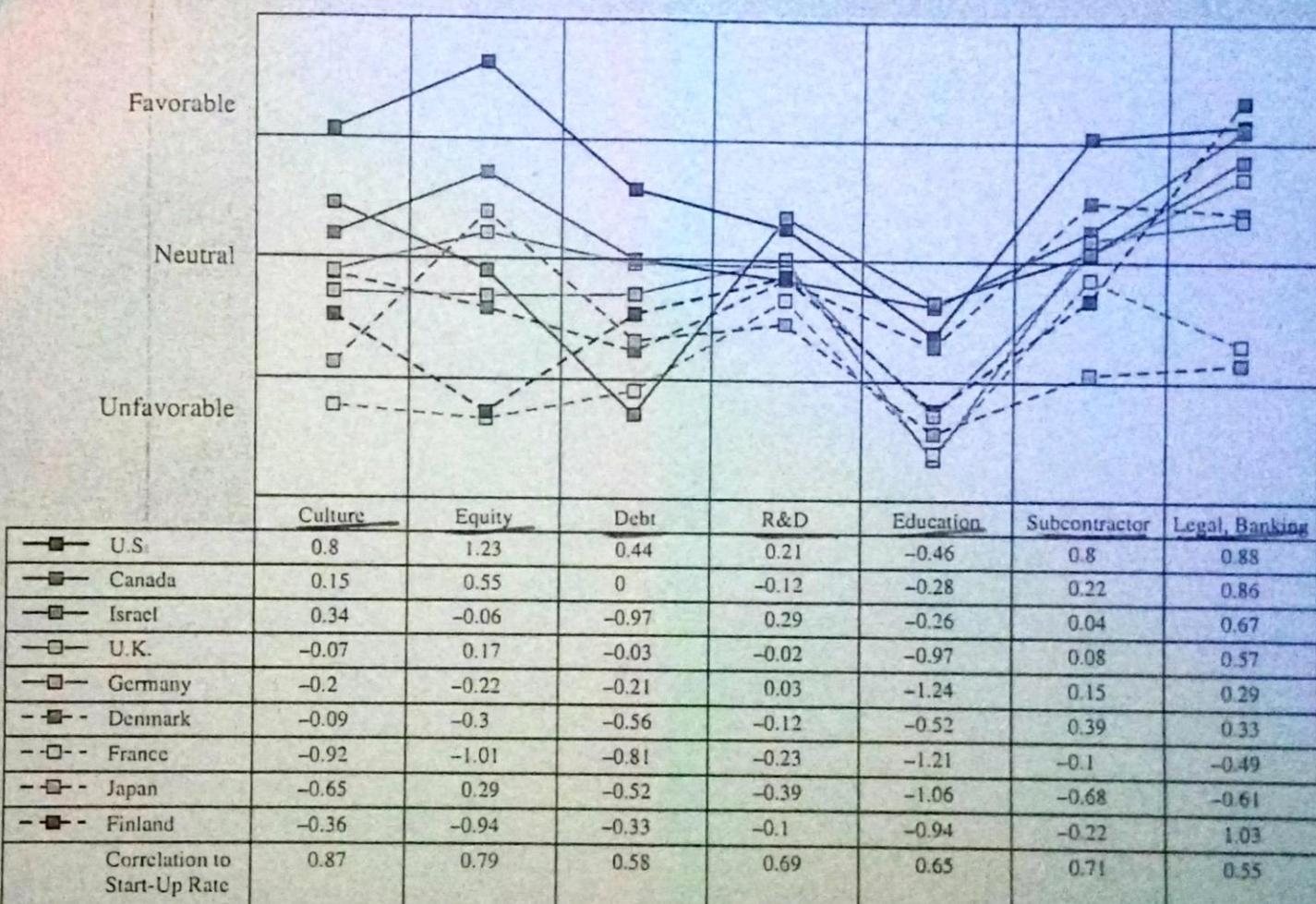
SPECIAL INSTRUCTIONS:

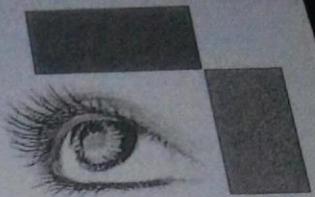
This examination paper consists of THREE (3) parts

- SECTION A: Answer all questions
- SECTION B: CASE STUDY 1, analyze the case study and answer all the case questions.
- SECTION C: CASE STUDY 2, analyze the case study and answer all the case questions.

SECTION A	MAX. SCORE	YOUR SCORE
Q1	10	
Q2	20	
Q3	10	
Q4	10	
Case Study1		
Q1	5	
Q2	5	
Q3	5	
Q4	5	
Q5	5	
Case Study 2		
Q1	5	
Q2	5	
Q3	5	
Q4	5	
Q5	5	
TOTAL	100	

EXHIBIT C-GEM 1-2 Entrepreneurial Framework Conditions: Cross-National Comparisons of Key Information Multi-Item Indexes





Various data collection methods were employed, including:

- Promoting entrepreneurship, especially outside the most active age group (25–44), with specific programs that support entrepreneurial activity.
- Current, nonstandardized data collected by each national research team.
- Two rounds of adult population surveys (1,000 randomly selected adults per country) to measure entrepreneurial activity and attitude, completed and coordinated by an international market survey firm by phone—or face-to-face in Japan. (Market Facts [Arlington, VA] did the first round of data collection in June 1998 [Canada, Finland, Germany, the United Kingdom, and the United States]. Audience Selection, Ltd. [London] conducted the second round in March 1999 from all 10 countries.)
- Hour-long personal interviews with 4 to 39 experts (key informants) in each country.
- Detailed 12-page questionnaire completed by each key informant.

The perception of opportunity (.79) and the two measures of entrepreneurial potential of the population—capacity (.64) and motivation (.93)—positively correlate with business start-up rates. And start-up rates positively correlate with growth in GDP (.60) and level of employment (.47).

While many cross-sectional measures still remain in this ongoing study, study directors claim, “The support for the conceptual model is encouraging, although clearly not conclusive. GEM provides a robust framework within which national governments can evolve a set of effective policies for enhancing entrepreneurship.”

>Discussion

1. What are the independent and dependent variables in this study?
2. What are some of the intervening, extraneous, and moderating variables that the study attempted to control with its 10-nation design?
3. Can you do a causal study without controlling intervening, extraneous, and moderating variables?
4. What is the impact on study results of using national experts (key informants) to identify and weigh entrepreneurial framework conditions?
5. Can you do a causal study when much of the primary data collected is descriptive opinion and ordinal or interval data?
Data has to be empirical

>Sources

- Developed for Business Research Methods, 7e. Used with permission of Pamela S. Schindler and Donald R. Cooper. © 2001
- Global Entrepreneurship Assessment: National Entrepreneurship Assessment, UK, 1999 Executive Report. Center for Entrepreneurial Leadership of Ewing Marion Kauffman Foundation, 1999.
- Reynolds, P., M. Hay, and M. Camp. *Global Entrepreneurship Monitor: 1999 Executive Report*. Kauffman Center for Entrepreneurial Leadership of Ewing Marion Kauffman Foundation, 1999.
- Reynolds, P., J. Levie, and E. Autio. *Global Entrepreneurship Monitor: 1999 Data Collection-Analysis Strategies Operations Manual*. Babson College and the London Business School, 1999.
- Reynolds, P., J. Levie, E. Autio, M. Hay, and B. Bygrave. *Global Entrepreneurship Monitor: 1999 Research Report: Entrepreneurship and National Economic Well-Being*. Babson College and the London Business School, 1999.
- Zacharakis, A., P. Reynolds, and W. Bygrave. *Global Entrepreneurship Assessment: National Entrepreneurship Assessment, United States of America, 1999 Executive Report*. Center for Entrepreneurial Leadership of Ewing Marion Kauffman Foundation, 1999.

SECTION A (50 Marks)

- increase knowledge
- solve problems
- Empirical

Question 1: (10 marks)

- (a) What are the key differences between basic and applied research? (5 Marks)
- (b) Indicate which of the category of research each of the following questions falls: (5 Marks)

Examples of research questions	Basic	Applied
1. Is extraversion related to sensation-seeking?		
2. Do video games such as <i>Grand Theft Auto</i> increase aggression among children and young adults?		
3. How do neurons generate neurotransmitters?		
4. Does memory process visual images and sound simultaneously?		
5. How can a city increase recycling by residents?		
6. Which strategies are best for coping with natural disasters?		

- (c). How would you define the problem in the following case? (5 Marks)

Accounting Gets Radical

The GAAP (Generally Accepted Accounting Principles) do an unacceptable job of accounting for the principle activities of the information age companies. Today, investors are in the dark because the accounting is irrelevant. The basic purpose of accounting is to provide useful information to help investors make rational investment, credit, and similar decisions, but today's most important assets and activities—intellectual capital and work knowledge—are totally ignored.

Professor Robert A. Howell wants to reform the accounting system with the goal of making clear the measurement of how companies produce cash and create value.

Question 2 (20 marks)

For the following case titled —Sleepless Nights at Holiday Inn (published in Business Week and adapted here):

- (a) Identify the problem—
- (b) Develop a theoretical framework—
- (c) Develop at least four hypotheses—

Theoretical variables
- how variables related
- why relationships

Dependent variable - revenue
Independent variable
- none change
- Quality rating
- Maintenance

Sleepless Nights At Holiday Inn

Just a few years ago, Tom Oliver, the Chief Executive of Holiday Hospitality Corp., was struggling to differentiate among the variety of facilities offered to clients under the Holiday flagship—the *Holiday Inn Select* designed for business travelers, the *Holiday Inn Express* used by penny pinchers, and the *Crowne Plaza Hotels*, the luxurious hotels meant for the big spenders. Oliver felt that revenues could be quadrupled if only clients could differentiate among these.

How can revenues be increased

Keen on developing a viable strategy for Holiday Hospitality, which suffered from brand confusion, Tom Oliver conducted a customer survey of those who had used each type of facility, and found the following. The consumers didn't have a clue as to the differences among the three different types. Many complained that the buildings were old and not properly maintained, and the quality ratings of service and other factors were also poor. Furthermore, when word spread that one of the contemplated strategies of Oliver was a name change to differentiate the three facilities, irate franchises balked. Their mixed messages did not help consumers to understand the differences, either.

Oliver thought that he first needed to understand how the different classifications would be important to the several classes of clients, and then he could market the heck out of them and greatly enhance the revenues. Simultaneously, he recognized that unless the franchise owners fully cooperated with him in all his plans, mere face lifting and improvement of customer service would not bring added revenues.

Question 3. (10 marks)

Below scenario below. Indicate how the researcher should proceed in each case; that is, determine the following, giving reasons:

- (a) The purpose of the study
- (b) The type of investigation - explorative
- (c) The extent of researcher interference - external - disruptive
- (d) The study setting - the
- (e) The time horizon for the study -
- (f) The unit of analysis - computer technology, sales volume, profit margin

Ms. Joyce Lynn, the owner of a small business (a women's dress boutique), has invited a consultant to tell her how her business is different from similar small businesses within a 60-mile radius with respect to use of the most modern computer technology, sales volume, profit margin, and staff training.

Question 4. (10 marks)

You are given the abstract below for an article published in Proceedings of 1st International Conference on Mechanical Engineering: Emerging Trends for Sustainability, Edited by: C.M. Krishna, A.R. Siddiqui and M.K. Pradhan, Copyright 2014© MANIT, Bhopal

ERP Implementation in Supply Chain

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Abstract

As more and more organizations move from functional to process-based IT infrastructure, ERP systems are becoming one of today's most widespread IT solutions. However, not all firms have been successful in their ERP implementations. Using a case study methodology grounded in business process change theory, this paper tries to understand the factors that lead to the success or failure of ERP projects. These factors can be used in enterprise software to measure the potential monetary value of policy coordination, to promote cooperation, and minimize the total supply chain system cost.

Keywords: Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management.

Critically analyze it using the four components we discussed in class that should be explicit in a journal article abstract.

- Problem statement
- Purpose
- methodology (sample size)
- Proposed solution (value)

CASE STUDY 1: (25 Marks)

CASE STUDY 2: (25 Marks)

CASE CHAPTER 5: THE RESEARCH PROCESS: THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

THE SOCIAL NETWORK

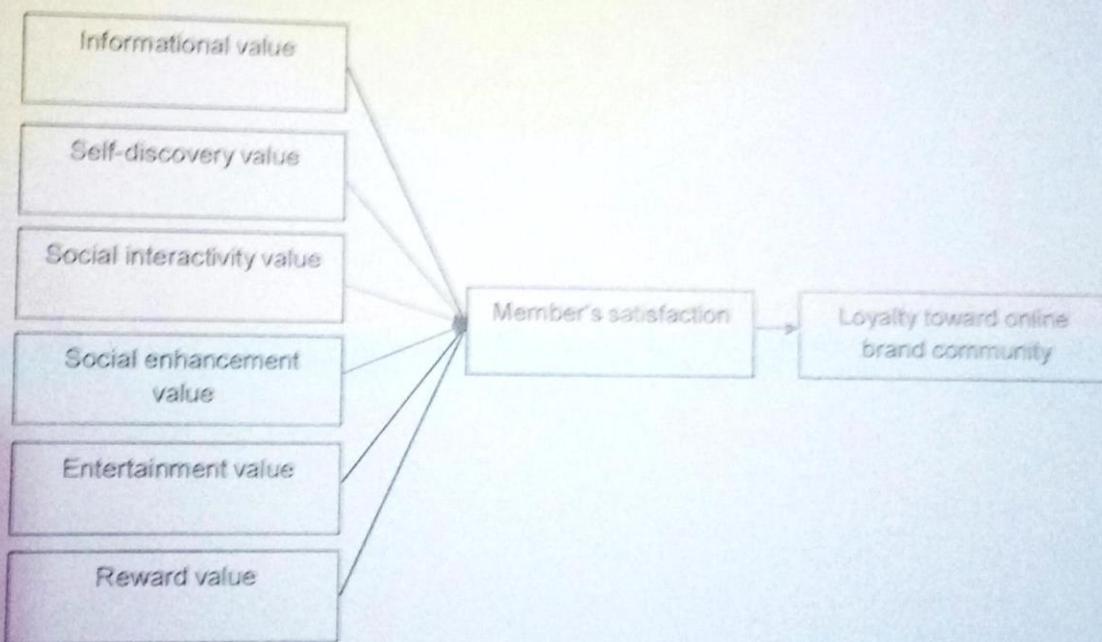
The growing use of social network sites (such as facebook) and online communities (such as for instance the Apple Computer community, the community of Harley-Davidson riders, and the community of Starbucks customers) provides exciting opportunities for organizations. Online brand communities allow organizations to engage and interact with customers, obtain market information, sell and advertise products, rapidly disseminate information, develop long-term relationships with the community, and eventually to influence consumers' preferences and behavior (Dholakia and Bagozzi, 2001; Dholakia, Bagozzi, and Pearo, 2004; Franke and Shah, 2003; Muniz and Schau, 2005; Tedjamulia, Olsen, Dean, and Albrecht, 2005). "Brand community" is a term that is used to describe like-minded consumers who identify with a particular brand and share significant traits, such as for instance "a shared consciousness, rituals, traditions, and a sense of moral responsibility" (Muniz and O'Guinn, 2001, p. 412). Online brand communities are based on their core value - the brand - and grow by building relationships with and among members interested in the brand (Jang et al. 2008).

There are several possible categorizations of online brand communities, but they are generally grouped into two categories based on who initiates and manages the community: (1) company-initiated communities, built by the company that owns the brand and (2) user-initiated communities, voluntarily built by their members (that is, the consumer) (e.g., Armstrong and Hagel 1996; Korinets 1999). These two types of brand communities provide different opportunities for marketers. For instance, a brand community on a company website is one of the key determinants of attracting consumers to and retaining customers on the website (Nysveen and Pedersen, 2004). Consumer-initiated online brand communities may provide consumers with useful information about other consumers' experiences with the product or service and the strengths and weaknesses of products or services (Jang et al. 2008).

The success of online brand communities is heavily dependent on consumer participation in the online brand community. To determine why consumers participate in online brand communities business student Jesse Eisenberg has developed a model based on extant service marketing literature. The main idea in this literature is that perceived value and satisfaction are antecedents of the intention to use a product or service (Anderson, Fornell, and Lehmann 1994; Bolton and Drew 1991; Grönroos 1990; Hocart 1998; Kang, Lee, and Choi 2007; Ravald and Grönroos 1996). Jesse

Wants to apply this idea to consumer participation in online brand communities. According to Jesse, "members will probably be satisfied with an online brand community and have the intention to participate in the community when they derive value from the community. Therefore it is important to know which values members may derive from participating in an online brand community." A thorough review of the literature has convinced Jesse that participation in online brand communities depends on the communities' perceived informational value, self-discovery value, social interactivity value, social enhancement value, entertainment value, and reward value (e.g., Dholakia, Bagazzi, and Pearce 2004; Flanagin and Metzger 2001).

Figure 1 provides a graphical representation of Jesse's ideas.



QUESTIONS

A good theoretical framework identifies and defines the important variables in the situation that are relevant to the problem and subsequently describes and explains the interconnections among these variables.

1. There are three basic features that should be present in any theoretical framework. Discuss these features.
 - Variables
 - Descriptions
 - Relationships

Jesse has undertaken a literature review to develop his conceptual model.

- 2a. Is there or are there any alternative approaches that would allow Jesse to develop a conceptual model?
 (Questionnaire)
 - Interviews

Post work

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- 2b. Describe the advantages and disadvantages of undertaking a literature review to develop a model.
- 2c. Describe the advantages and disadvantages of the alternative approach that you have come up with. *first hand info* *may not be accurate*
- 3a. Label the variables of Jesse's conceptual model in terms of independent, dependent, moderating, and/or mediating variables.
- 3b. Explain the general difference(s) between moderating and mediating variables.
4. Develop the relevant hypotheses based on Jesse's model (use directional hypotheses).

Jesse explains the relationship between entertainment value, satisfaction, and member's future intention to participate as follows.

ENTERTAINMENT VALUE

Several people participate in online communities to be entertained, to play, or to relax (Armstrong and Hagel, 1996, Dholakia, Bagozzi, and Pearo, 2004, Ridings and Gefen, 2004). Entertainment value can be derived from fun and relaxation through playing games or interacting with others (Dholakia, Bagozzi, and Pearo 2004). Many people get fun through encountering and solving online challenges or contests (McKenna and Bargh 1999). In addition, specific and challenging goals may provide an online community entertainment value (Beenen et al. 2004). Providing entertainment within a company-initiated online brand community is therefore expected to affect the perceived value of the online brand community. Providing sufficient entertainment value with an online brand community of a food brand of Foodprints, including photos, videos, contests or games, might attract members.

- 5a. Provide a thorough evaluation of Jesse's arguments.
- 5b. Provide a better explanation of why we would expect these relationships to exist.
- 6a. Try to come up with a variable that moderates the relationship between one of the independent variables and 'member's satisfaction'.
- 6b. Provide an explanation of why and how you would expect that this variable affects the relationship between the independent variable of your choice and 'member's satisfaction'.
- 6c. Provide the relevant hypothesis.

CASE STUDY #2

>cases

A GEM of a Study



>Abstract

In periods of economic downturn, government leaders try to stimulate entrepreneurship activity. Project directors of the Global Entrepreneurship Monitor, partnered with the Kauffman Center for Entrepreneurial Leadership of Ewing Marion Kauffman Foundation, the London School of Business and Babson College, designed a research study to add insight to what activities would be most likely to stimulate entrepreneurship activities.

>The Scenario

What government policies and initiatives are most likely to generate high levels of entrepreneurial activity? Which are positively correlated with the economic well-being of a country as measured by growth in GDP and job formation? Project directors of the Global Entrepreneurship Monitor (GEM), who define entrepreneurship as "any attempt at new business or new venture creation, such as self-employment, a new business organization, or the expansion of an existing business, by an individual, a team of individuals, or an established business," suggest the following:

- Promoting entrepreneurship, especially outside the most active age group (25–44), with specific programs that support entrepreneurial activity.
- Facilitating the availability of resources to women to participate in the entrepreneurial process.
- Committing to long-term, substantial postsecondary education, including training programs designed to develop skills required to start a business.
- Emphasis on developing an individual's capacity to recognize and pursue new opportunities.
- Developing the capacity of a society to accommodate the higher levels of income disparity associated with entrepreneurial activity.
- Creating a culture that validates and promotes entrepreneurship throughout society.

Researchers at the Kauffman Center for Entrepreneurial Leadership (Babson College) and the London Business School revealed these propositions based on a study designed to prove a causal relationship between factors that affect entrepreneurial opportunities and potential, to business dynamics and national economic growth and well-being.

>The Research

The research design compensated for lack of control of extraneous variables by using data from 10 nations "with diversity in framework conditions, entrepreneurial sectors, business dynamics, and economic growth."⁶ The longitudinal study proposed to prove or disprove a new conceptual model of cultural, economic, physical, and political factors to predict economic growth (Exhibit C-GEM 1–1).

EXHIBIT C-GEM 1-1 Conceptual Model: The Entrepreneurial Sector and Economic Growth

