

LEVEL 7 ASSESSMENT SPECIFICATION

Student name:	Francis Wong	Student ID number:	1917312
Programme:	DBA		
Module:	Approaches to Research and Academic Communication		
Module code:	HKBM7000	Contribution to Overall Module Assessment (%):	40%
Lecturer:	Dr. Luk Chung Leung	Internal Verifier:	
Assignment Title:	In-class Presentation	Time Allowed:	15 minutes
Submission deadline:	18 July 2020	Return date of provisional marks & written feedback:	7 September 2020
Submission method:	Each student needs to present to the class a summary of the research proposal within 10 minutes. The presentation is designed to gauge the student's ability to communicate and present information related to research and academic matters. A soft copy of the PowerPoint slides used for the presentation should also be submitted via Turnitin before the presentation.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

HKBM7000 APPROACHES TO RESEARCH AND ACADEMIC COMMUNICATION

RESEARCH PROPOSAL

Francis Wong



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Research Topic

Priority of Factors Affecting Pro-succession New
Leader Ability to Impact Change from peer's
angle under different organization performance

RESEARCH PROBLEMS AND OBJECTIVES:

- Background
 - Staff turnover is an unavoidable challenge for organizations in every sector, if it is an executive level turnover, it is a great challenge.
 - Most frequently focused area are on how turnover impacts organizational performance, yet very little research has focused on post-succession leadership. (Bolton, 2017)

RESEARCH PROBLEMS AND OBJECTIVES:

- Background
 - Leadership turnover is a topic that is relevant and researched in different fields, such as finance (Engel, Hayes, & Wang, 2003), medicine (Jones, 2008; Knight, Broome, Edwards, & Flynn, 2011), and education (Baker, Punswick, & Belt, 2010).

RESEARCH PROBLEMS AND OBJECTIVES:

- Background
 - The situation following such a turnover is unique, it creates a context in which the change has different effects than it would when enacted by a tenured leader. (O'Keeffe, 2012; Van Buren & Safferstone, 2009)
 - This change refers to all changes both organizational and strategical in order to improve the organizational performance.

RESEARCH PROBLEMS AND OBJECTIVES:

- Background
 - Leaders in their first few months on the job are most vulnerable (Watkins, 2013); they frequently lack the institutional knowledge and understanding of the cultural detail of the organization (O'Keeffe, 2012; Van Buren & Safferstone, 2009).

RESEARCH PROBLEMS AND OBJECTIVES:

- Definition of Problems
 - The subordinate employees and managers in an organization react differently to decisions and actions of a new leader than they would toward a tenured leader in their organization (Ballinger & Schoorman, 2010).
 - Specifically, the absence of trust is highly impactful on employee commitment to a new leader's change efforts (Mineo, 2014).

RESEARCH PROBLEMS AND OBJECTIVES:

- Definition of Problems
 - Trust is at the core of communication and the ability of a group of people to work together toward a common goal (Rotter, 1967).
 - New leaders generally enter an organization without this trust, which must be built over time, making their efforts to effect change more challenging. This lack of trust also impacts the leader's level of knowledge due to trust's impact on leader-member exchange and communication (Ballinger, Schoorman, & Lehman, 2009).

RESEARCH PROBLEMS AND OBJECTIVES:

- Definition of Problems
 - The combination of a new leader's lack of knowledge and their direct reports' lack of trust creates a unique environment – the post-transition environment – in which a leader is operating while attempting to improve organizational performance through change.
 - From the book, “who moved my cheese”, it told us that someone's cheese may be moved if there is any change in the organization.

RESEARCH PROBLEMS AND OBJECTIVES:

- Definition of Problems
 - Therefore, if the colleagues feel that there is a high chance to success in the change, they will have higher chance to support the new leader, which may help the new leader to overcome the challenges ahead.

RESEARCH PROBLEMS AND OBJECTIVES:

- Definition of Problems
 - A list of factors are suggested by Bolton, and grouped into three categories, namely, Ability to Influence, Organizational Sensitivity and Methods.

RESEARCH PROBLEMS AND OBJECTIVES:

- Definition of Problems
 - These factors are namely:

<i>Ability to Influence</i>	Social Capital	Subordinates Turnover
Leader Power	<i>Organizational Sensitivity</i>	Perception
Leader Origin	Tenure TMT	<i>Methods</i>
Previous Experiences	Internal Resistance	Strategy/Goals
Communication	Building Coalitions	Use of Offsite/Retreat
Knowledge	Divestiture/Status Quo	External Consultant
Networks	Frequency	Change Agent

RESEARCH PROBLEMS AND OBJECTIVES:

- Research Objectives
 - Based on the above factors, the research wants to **prioritize** the factors for the New Leader for the change based on different organization performances.
 - And to help the new leader to make decision in case he/she needs to sacrifice one for the other.

RESEARCH PROBLEMS AND OBJECTIVES:

- Research Objectives
 - The respondents are asked to make their score under different organization performances. These performances are set in 5 situations:

Long Term Growth	Short Term Growth	Stable	Short Term Decline	Long Term Decline
Growth for more than 2 years	Growth for less than 2 years	Stable Performance	Declined for less than 2 years	Declined for more than 2 years

Research Design

- Definition of Variables
 - The variables are the factors listed above and the different organization performance
- Framework of Relations
 - These factors may co-exist and it is not a study to rule out possibilities, but to prioritize these factors for the new leader.

Research Design

- Research Method
 - The research will be conducted by using online survey to people at the level that will work with the new leader. That is the respondents should be at least Manager grade. However, responses from non-manager grade will be kept for future research.
- Sampling
 - As mentioned above, the survey is targeted for manager grade or higher. Questions to ask for the role and level of the respondents will be set and used to filter out unsuitable responses.

Research Design

- Measures
 - The factors are under three groups, respondents should rank the factors in each group under 5 different organization performances.
 - Example:
 - Ability to Influence 7 factors, Organizational Sensitivity 7 factors, Methods 4 factors

DATA COLLECTION AND ANALYSES AND REPORT

- Proposed Data Collection and Processing
 - Online smart survey engine will be used, data collected will be exported in excel or csv format for analysis.
 - Excel will be used for basic analysis, for sophisticated analysis, Python programming will be used.

DATA COLLECTION AND ANALYSES AND REPORT

- Data Analyses to be Used
 - Analysis will be based on the score under different organization performance.
 - Further analysis of the background of the respondents:
 - Year of experience in managerial position
 - Gender
 - Industry
 - Size of the organization
 - Correlation may also be used to find out the relationship between different factors, such as gender or size of organization with their score to each factor.

DATA COLLECTION AND ANALYSES AND REPORT

- Expected Findings and Recommendations
 - Under different organization performance, the score for each factor may be different.
 - The score of each factor may have other pattern under different background
 - The research will be conducted in Hong Kong or greater China, which are under similar Chinese culture, further research may be to find out whether culture affects the score, such as North America, EU, and Middle East. The results from different regions and culture may be compared.

DATA COLLECTION AND ANALYSES AND REPORT

- Expected Findings and Recommendations
 - Future research may be targeted to the respondents from organizations that have encounter executive turnover, so that the performance of the organization can be measured later. The results can be compared with the result from this research to see the difference of score of each factor between simulated and actual situation.

DATA COLLECTION AND ANALYSES AND REPORT

- Report and Organization
 - Report will have text and visualization for the score of different factors.
 - Bar charts will be used to show the score of different factors.
 - Trend line will be used to show the relationship of background to the score of each factor.

DATA COLLECTION AND ANALYSES AND REPORT

- Report and Organization
 - The Report will have the following chapters:
 - Abstract
 - Background
 - The research question
 - The methodology
 - The findings with text and visualization
 - The conclusion
 - Recommendation for Future Research
 - Appendix – Questionnaire
 - Appendix – Reference

References

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