



SBPD8001 PREPARING FOR DOCTORAL RESEARCH

01 Developing Research Ideas and Topics

TOPICS

- Academic disciplines or fields of study
- Theoretical frameworks and research areas
 - Strategic management research
 - Organisational behaviour
 - Consumer behaviour
- Research process

Some slides have been used in previous presentations

ACADEMIC DISCIPLINES OR FIELDS OF STUDY

- A DBA dissertation should be a piece of work which builds upon and adds to a business or management discipline such as **OB, CB, SM, MIS, HRM, IR, IB**, etc.
- There should be explicit connections to an existing body of knowledge.
- The body of knowledge refers to the foundations and areas of knowledge that are essential to a particular discipline.
- It is everything that is known by researchers in the area, and could be expressed by means of **published information** in that area.
 - Published information includes everything from website articles to peer-reviewed research journal articles.
 - For example, if a student performs a literature search in the field of customer satisfaction, he or she might identify 1,370,000 published pieces of work ranging from books to journal articles.

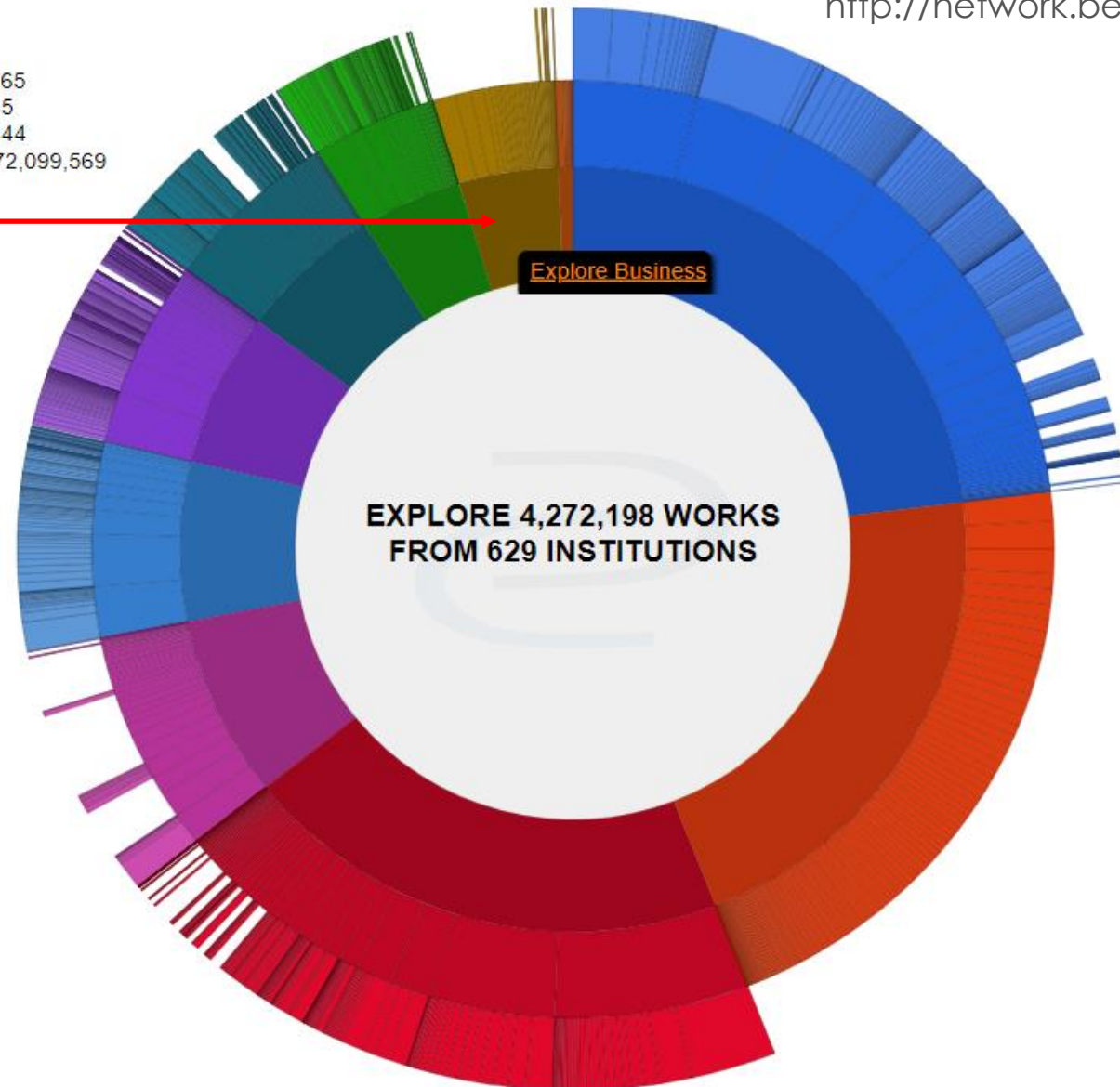
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3. **Business**
4. Education
5. Engineering
6. Law
7. Life Sciences
8. Medicine and Health Sciences
9. Physical Sciences and Mathematics
10. Social and Behavioural

Business

Works: 129,765
Disciplines: 45
Institutions: 444
Downloads: 72,099,569



Academic disciplines or fields of study

1	Accounting (27111)	19	Sports Management (2646)
2	Business Administration, Management, and Operations (15965)	20	Business and Corporate Communications (2633)
3	Taxation (14525)	21	Operations and Supply Chain Management (2623)
4	Marketing (8909)	22	Agribusiness (2281)
5	Finance and Financial Management (8068)	23	Insurance (2257)
6	Organizational Behavior and Theory (5629)	24	Strategic Management Policy (2189)
7	Human Resources Management (5396)	25	Nonprofit Administration and Management (2122)
8	Technology and Innovation (4359)	26	E-Commerce (1888)
9	Tourism and Travel (4347)	27	Other Business (1598)
10	Entrepreneurial and Small Business Operations (4305)	28	Business Analytics (1186)
11	Management Information Systems (4242)	29	Real Estate (1105)
12	Hospitality Administration and Management (4031)	30	Sales and Merchandising (936)
13	Management Sciences and Quantitative Methods (3908)	31	Business Intelligence (935)
14	Business Law, Public Responsibility, and Ethics (3668)	32	Portfolio and Security Analysis (884)
15	Advertising and Promotion Management (3442)	33	Recreation Business (533)
16	Labor Relations (3269)	34	Arts Management (500)
17	International Business (2778)	35	Fashion Business (421)
18	Corporate Finance (2677)		

EXAMPLE

Lee, Yin Wah San (2022). The impact of organisational trust on the work-from-home experience and work outcomes: A study of high-tech employees in Hong Kong [Unpublished doctoral dissertation]. University of Trinity Sanit David.

Discipline	Business – Management
Subdiscipline/field of study	Organization Behaviour
Concepts	Work attitudes and behaviours
	Organizational trust Work-from-home experience Work outcomes (job satisfaction)

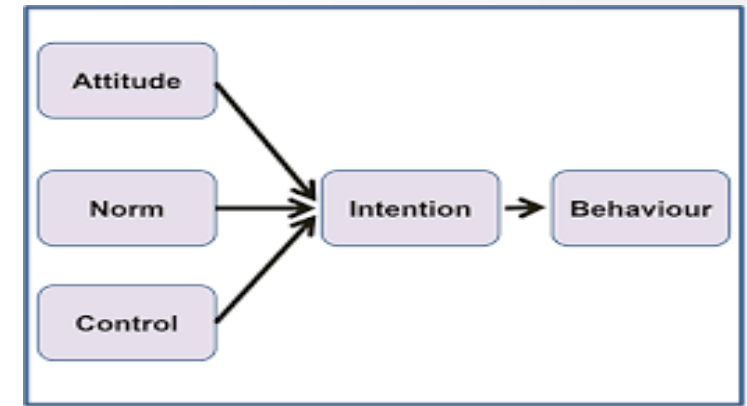
KNOWLEDGE BASE: MAJOR FIELDS OF RESEARCH IN BUSINESS

- Accounting
 - Financial accounting
 - Management accounting
- Economics
 - Labour economics
 - Environmental and resource economics
 - Industry economics and industrial organisations (IO)
- Information Systems
 - Information systems management (MIS)
- Management
 - Human resources management (HRM)
 - Industrial relations (IR)
 - International business (IB)
 - Organisational behaviour (OB)
 - Strategic management (SM)
- Marketing
 - Consumer behaviour (CB)
 - Product or service development
 - Marketing management, Strategy and relationship marketing
 - Marketing theory

THEORETICAL FRAMEWORK

- A theoretical framework is similar to the frame of the house. Just as the foundation supports a house, a theoretical framework provides a rationale for predictions about the relationships among variables of a research study
- A theory is a set of interrelated constructs, definitions, and propositions that present a systematic view of phenomena by specifying relations among variables, with the purpose of explaining and predicting the phenomena.
 - Constructs are concepts adapted for a research purpose
 - Through research, researchers can develop, modify, or evaluate theories.
- In a broad sense, any idea about how things relate to each other can be considered as a theory.

THEORETICAL FRAMEWORK



- **A theoretical framework** is a single formal theory. When a study is designed around a theoretical framework (e.g., **theory of planned behaviour**), the theory is the primary means in which the research problem is understood and investigated.
- **A conceptual framework** is composed of several concepts. It includes one or more formal theories as well as other concepts and empirical findings from the literature.
- A theoretical/conceptual **framework**
 - Provides a context for examining a problem i.e. theoretical rationale for developing hypotheses.
 - Serves as a guide to systematically identify logical, precisely defined relationships among variables.

EXAMPLE

Theoretical Framework (lens)

Findings

Study 1

SERVQUAL (Parasuraman, Zeithaml & Berry, 1984)

- > Tangibles
- > Reliability
- > Responsiveness
- > Assurance
- > Empathy

Responsiveness (willingness to help customers and providing prompt service) is the most important factor in travel agencies in the United States

Study 2

Perceived service quality (Brady & Cronin, 2001)

- > Interaction quality
- > Physical environment
- > Outcome quality

Outcome quality (waiting time, tangibles and value for money) is the most important factor

Research objective:

The purpose of this study is to gain more insight into the dimensions used by travellers evaluating service quality in travel agencies in the United States

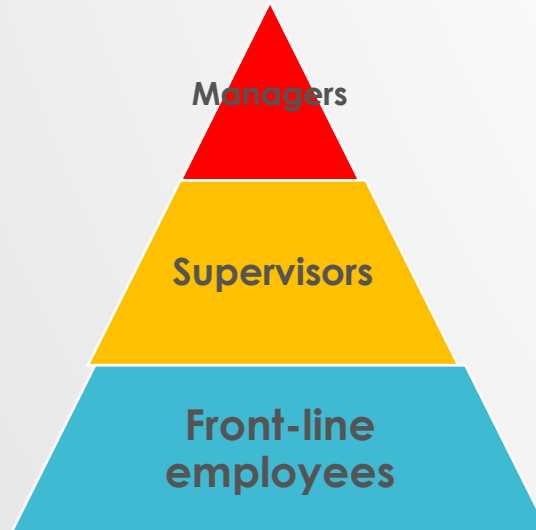
TYPES OF THEORIES

- Theories may describe a particular phenomenon, explain relationships between or among phenomena, or predict how one phenomenon affects another
- Descriptive theories “describe or classify specific dimensions or characteristics of individuals, groups, situations, or events by summarizing the commonalities found in discrete observations
 - To test descriptive theories, researchers conduct descriptive research studies
- Explanatory theories “specify relations among the dimensions or characteristics of individuals, groups, situations, or events
 - Explanatory theories are tested by means of correlational or causal research

MAJOR RESEARCH AREAS

Organisational behaviour ②

Employee characteristics such as beliefs, values, personality



Strategic management research ①

Business strategy and performance



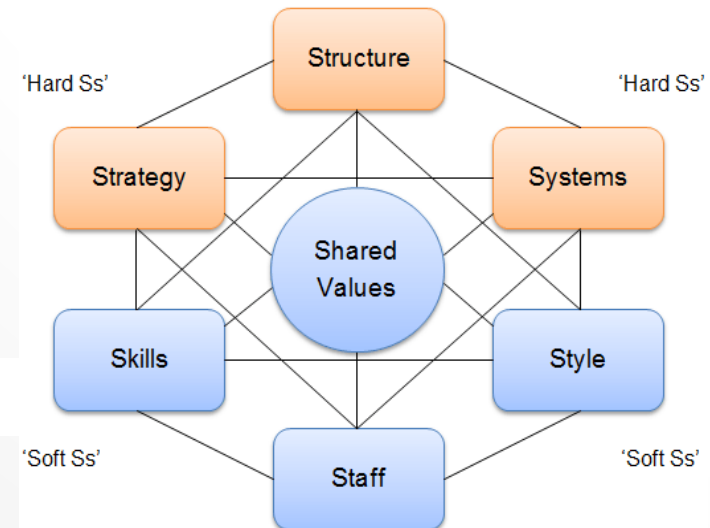
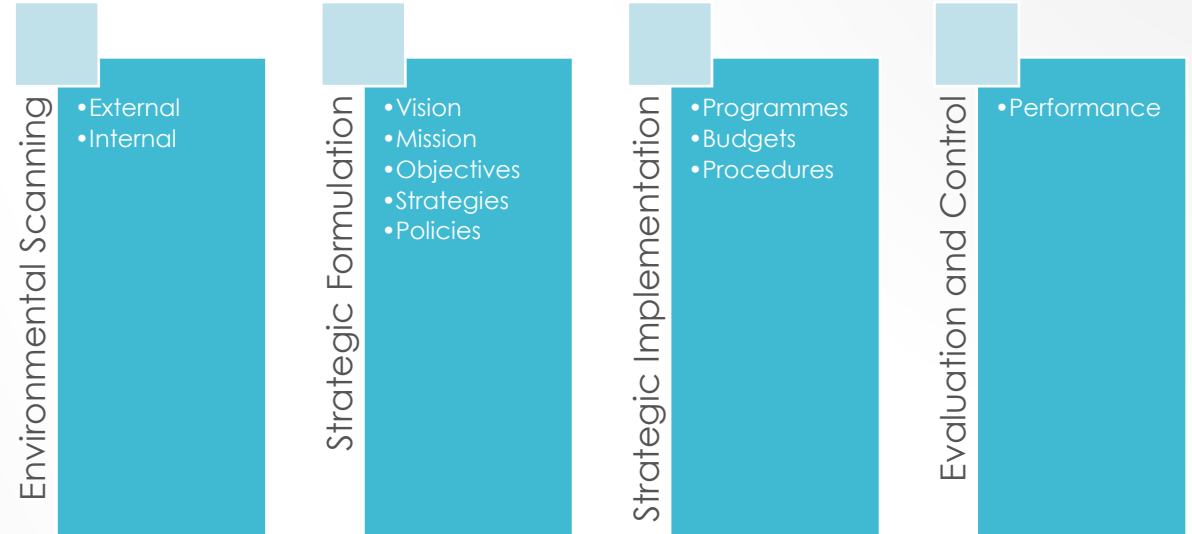
Purchase decisions; motivation; attitudes; perceptions



Consumer behaviour ③

STRATEGIC MANAGEMENT RESEARCH

- Basic strategic management model
- Five forces framework (Porter)
 - competition, new entrants, power of
 - suppliers, power of customers and
 - substitute products
- SWOT (Andrew, 1967)
- Environmental scanning: PESTLE
- 7-S Model (McKinsey)
 - strategy, structure, systems, skills,
 - staff, style and shared values



<http://www.valuebasedmanagement.net/index.html>

ORGANISATIONAL BEHAVIOUR

- Organizational behaviour is a **multidisciplinary field** that draws on a variety of theories and perspectives to understand how people behave in organizational settings.
- It focuses on improving productivity, reducing absenteeism and turnover, and increasing employee job satisfaction and organizational commitment.
- Organizational studies: Looking at relationships, attempting to attribute causes and effects and drawing conclusions based on scientific evidence

Integrative Model of Organizational Behaviour

Organizational Factors

- Structure
- Culture

Group Factors

- Leadership: Styles and behaviour
- Leadership: Power and influence
- Teams: Characteristics
- Teams: Cultural values

Individual Factors

- Personality and culture values
- Ability

Individual Mechanisms

- Job satisfaction
- Stress
- Motivation
- Trust, justice and ethics
- Learning and decision making

Individual Outcomes

- Job performance
- Organizational commitment

MAJOR TOPICS IN ORGANIZATIONAL BEHAVIOUR

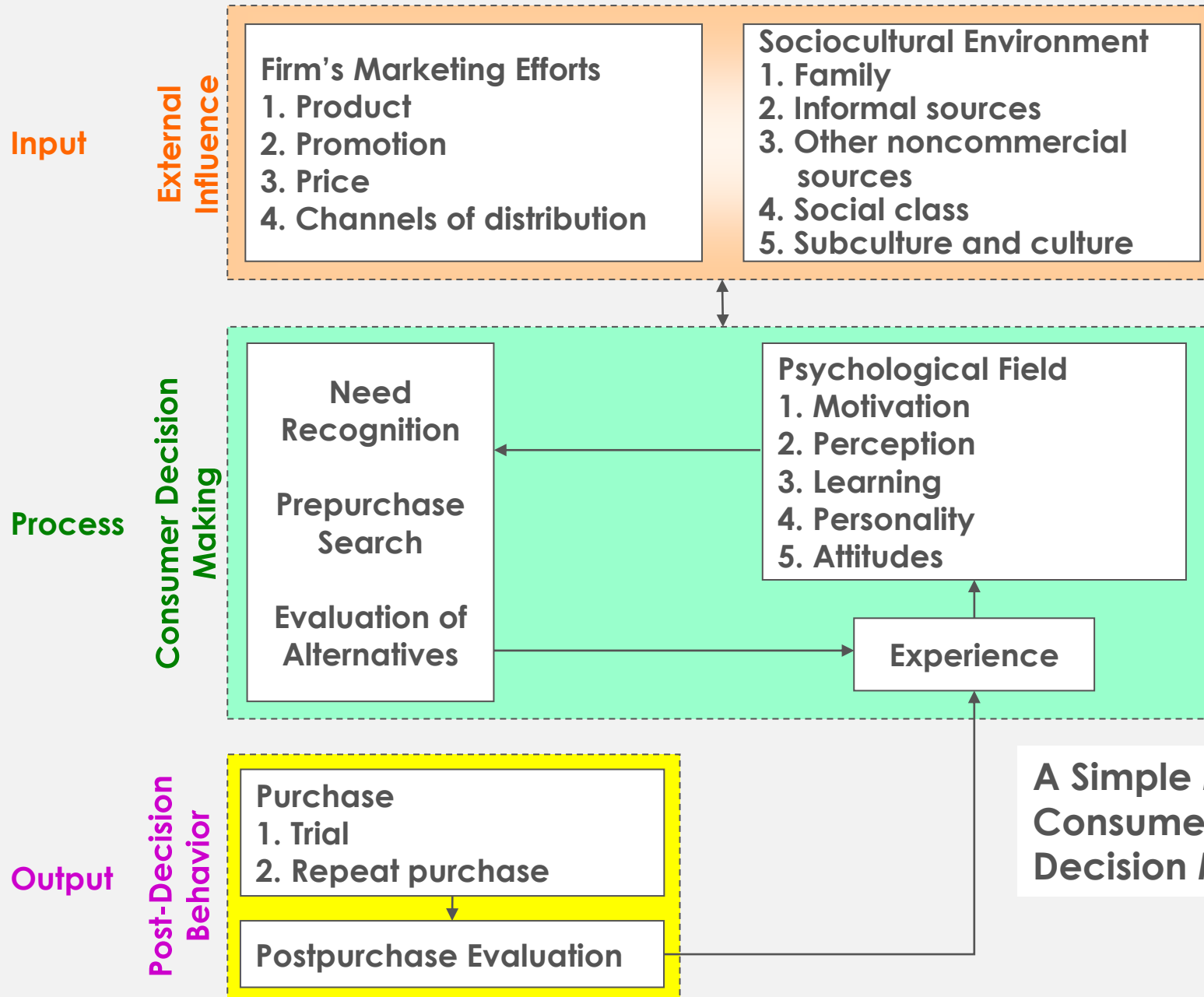
- Individual characteristics such as **beliefs, values, personality, and demographic attributes**, and individual processes such as **learning, perception, motivation, emotions, and decision making**;
- Interpersonal processes such as **trust, justice, power/politics, social exchange, and networks**;
- Group/team characteristics such as **size, diversity, and cohesion**, and **group/team processes** such as **development, leadership, decision making, and cooperation and conflict**;
- Organizational processes and practices such as **leadership, goal setting, work design, feedback, rewards, communication, socialization and change**;

MAJOR TOPICS IN ORGANIZATIONAL BEHAVIOUR

- Human resources management and practices in the various functions and activities such as for **acquisition, allocation, development, utilization, maintenance, and evaluation of humans as resources in work organizations;**
- Contextual influences on individuals and groups such as **organizational and national culture, and organizational identity and climate;**
- The influence of all of the above on individual, interpersonal, group, and organizational outcomes such as **performance, creativity, attachment, citizenship behaviours, stress, absenteeism, turnover, deviance, and ethical behaviour.**

RESEARCH CHALLENGES AND OPPORTUNITY FOR ORGANIZATIONAL BEHAVIOUR

- Responding to globalization
- Managing workforce Diversity
- Improving quality and productivity
- Responding to the labour shortage
- Improving customer service
- Improving people skills
- Empowering people
- Coping with “temporariness”
- Stimulation innovation and change
- Helping employees balance work/life conflicts
- Improving ethical behaviour



A Simple Model of Consumer Decision Making

A Simple Model of Consumer Decision Making

FORMULATING A RESEARCH PROBLEM

Research ideas and problems can arise from a range of sources: business problems, personal or professional experience and media, theories or previous studies

BUSINESS PROBLEMS/QUESTIONS

- Should a new product be introduced?
- Should the price of the brand be increased?
- Should the advertising campaign be changed?
- How to retain profitable customers?

SPECIFIC RESEARCH PROBLEMS/QUESTIONS

- To determine consumer preferences and purchase intentions for a new product
- To determine the perceived value of a brand
- To determine the effectiveness of the current advertising campaign
- To examine the relationship between service quality and customer loyalty

EXAMPLES

Business problems	Research Objectives	Informants	Relationships
How to improve employee performance?	To examine the relationship between job satisfaction and performance	Employees	Employee attitude → self-reported performance
How to retain customers?	To examine the relationship between service quality and customer loyalty	Consumers	Perceived quality attitude → self-reported loyalty
How to implement changes in an organization? What is the best way to do certain things? Which strategy is better and under what conditions?	- To identify the stakeholders and understand their roles in the changes; - To examine the factors (leadership style, commitment, etc.) that affect the success of the changes; - To identify the strategies (bottom-up, top-down, etc.) that motivate stakeholders to support the changes.	Multiple stakeholders: employees, executives, customers, public, government, competitors	Stakeholders' attitudes, organizational factors and strategies → success of changes (organizational performance)

QUANTITATIVE AND QUALITATIVE RESEARCH

EXPLAINING OR PREDICTING
VARIABLES USING
QUESTIONNAIRE SURVEYS



Attitudes → Behaviour (intentions)
Strategies → Performance

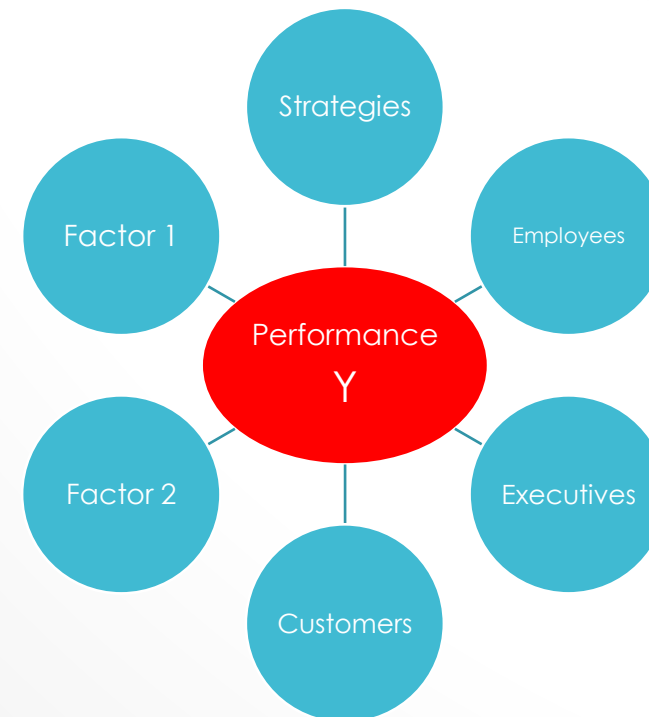
Objective:

Examine how the independent variable (x) influences a dependent variable (y)

Unit of analysis:

Individual or dyad (pair)

UNDERSTANDING OR EXPLORING
A COMPLEX PHENOMENON
USING **IN-DEPTH INTERVIEWS**



Objective:

In-depth understanding of Y; external forces shape and are shaped by Y (bidirectional relationships)

Unit of analysis:

Employee/organization

QUANTITATIVE AND QUALITATIVE RESEARCH

QUANTITATIVE RESEARCH

- Single questionnaire
- From one perspective
- A large number of participants
- Statistical analysis (SPSS, jamovi)

Approach	Unit of analysis	Measures
Individual	Employee	Employee self-reported
Dyadic	Leader-follower	Employee self-reported and supervisor-rated

QUALITATIVE RESEARCH

- Triangulation
- Multiple perspectives (multiple informants)
- A small number of participants/organizations
- Thematic Analysis (NVivo)

WHAT IS PSYCHOMETRICS?

- Psychometrics is the field of study that deals with the measurement of psychological constructs or variables, such as personality traits, attitudes, intelligence, and mental health.
- It involves the development and use of measurement instruments, such as tests, scales, questionnaires, and surveys, to collect data on the **constructs** being studied.

Psychometric analysis is required
Attitudinal scales

- I am fully satisfied with my job.
- I enjoy my company's culture.
- I always feel connected to my co-workers.

Psychometric analysis is not required

- Which age group do you belong to?
- What is your gender?
- Open-ended questions

WHAT IS PSYCHOMETRICS?

- Psychometric properties are characteristics of a measurement instrument that describe its quality and usefulness for measuring a particular construct or variable. It is concerned with:
 - Reliability refers to the consistency or stability of the instrument over time or across different samples
 - Validity refers to the extent to which the instrument measures what it is intended to measure.

Example: Suppose a researcher is interested in studying the relationship between job satisfaction and employee turnover. To measure job satisfaction, the researcher uses a self-report questionnaire that has not been well-validated and has poor psychometric properties. **The questionnaire has low reliability, meaning that the responses are not consistent over time, and low validity, meaning that it does not accurately measure job satisfaction.**

RESEARCH PROCESS

1. Begin with a broad question
2. Narrow it down
3. Operationalize
4. Observe
5. Analyse
6. Reach conclusions
7. Generalize back to the population

1. BEGIN WITH A BROAD QUESTION

- Most social research originates from some general problem or question
- Curious/troubled about some aspect of society
- Example: Why would any rational guest want to develop a "relationship" with a hotel?
- General question that can't be adequately addressed by one study

2. NARROW IT DOWN

- Next, we come up with a more specific research question
 - one we can realistically address
- Here, a review of the literature can serve as a guide
 - Tells you what other researchers have found
 - Builds a foundation for your research study
- Example: What are the non-financial benefits, from the consumer's perspective, of maintaining a relationship with a hotel?
 - Relational benefits include confidence benefits, social benefits, special treatment benefits (Gwinner, Gremler & Bitner, 1998)

2. NARROW IT DOWN

- It can be stated as a descriptive theory –
 - A description of the situation
- Example: Which relational benefits are most important to the consumer?
- It can also be stated as a causal theory –
 - an explanation of the relationships between phenomena
- Example: Economic benefits are more important to leisure travellers than business travellers

2. NARROW IT DOWN

- Exploratory research question: What are the main factors that contribute to job satisfaction or dissatisfaction?
- Descriptive research question: What is the current level of job satisfaction in this company?
- Relational research question: What is the relationship between job satisfaction and organizational commitment?
- Causal research question: How does salary influence employees' job satisfaction?

3. OPERATIONALIZE

- Which relational benefits are most important to the consumer?
- Economic benefits are more important to leisure travellers than business travellers
 - The underlined terms are concepts – abstract ideas
 - concepts are ambiguous
- Operationalize
 - Define a concept in a way that it can be measured or turn it into variables...
 - something measurable
 - any trait that can change values from case to case
- Example: Relational benefits were measured with three dimensions, rated on a 5-point scale. The three measures (confidence benefits, social benefits and special treatment benefits) were adopted from Gwinner, Gremler & Bitner (1998).

3. OPERATIONALIZE

- Hypothesis:
 - Derived from theory
 - Statement about a relationship between variables
 - it is more specific/exact than a theory
 - it is testable
- Example: Leisure travellers attach greater importance to economic benefits than business travellers.
- Independent variable (x)
 - Travel purpose (i.e., leisure/business traveller)
- Dependent variable (y)
 - Importance of economic benefits
- $x \rightarrow y$

4. OBSERVE

- Observations allow for hypothesis testing
 - Science is a systematic method for explaining empirical phenomena
 - Empirical means measurable & observable
- Research methods are the tools used at this stage
 - How are data to be sampled and gathered?
 - Lab experiment
 - In-depth interview
 - Survey
 - Analysis of existing data
- Observations produce data

5. ANALYSE DATA

6. REACH CONCLUSIONS

- Statistical procedures give the ability to tell
 - whether the data support our hypotheses and by extension, whether our theory is supported
- Two classes of statistical techniques:
 - Descriptive – used to summarize/organize/describe data.
 - Example: What is the average number of hours per week people spend on Facebook?
 - Inferential – used to generalize findings from a sample to a population
 - Example: polling just a few hundred customers to predict how customers respond to different communication strategies

OUTLINE OF A RESEARCH PROPOSAL

- Title of your proposed research
- Introduction, background or rationale for the research
 - Provide an overview of your research project, explaining why it is of academic and/or practical importance; state your research questions and objectives
- Literature review
 - Discuss the importance of previous related research and how your own research questions might make a useful contribution to the area.
- Methodology
 - Research methods: state the main research techniques and data collection procedures you propose to answer the research questions you have posed. Justify why these are appropriate.
 - Data collection: explain how you will collect data for your study. Justify why your strategy is a good one and explain how you can successfully collect the data you need in the timeframe.
- Ethical considerations
 - Voluntary participation, informed consent, anonymity, confidentiality, potential for harm, etc.
- References