

Converting Research into Practice

DBA

Doctor of Business Administration
University of Wales Trinity Saint David

Instructor - Dr Alice Te

Day 1 - 4 January 2025



What we will cover today

1. Know each other
2. Overview of this module
3. Differences between PhD and DBA
4. What is expected from a Doctorate Research
5. Research Ethics Process
6. Dos and Don'ts in the research trajectory



Dr Alice Te

Credentials

- HKU PhD Faculty of Education
- University of Technology Sydney – MA Training & HRM
- HKU Bachelor of Soc Sc (Management)

Vice President, HK Public Administration Association

Teaching in Universities

- HKU Faculty of Education Part-time Lecturer
- HK PolyU Visiting Lecturer
- UWTSD DBA course - Converting Research into Practice; MBA course – Human Resource Management
- UWTSD DBA Supervisor & Director of Studies
- UWTSD DBA Thesis Examiner

Academic Publishing

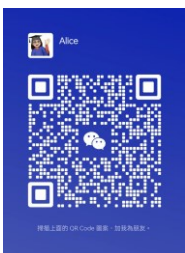
- Managing Editor - *Public Administration & Policy* Journal published by Emerald
- Author of an academic book published by Routledge

Sales & Management, Training & development, Program design

- 80s - HK Government Transport Department
- 80s - IBM Sales Management
- 90s to 2000 – HK Telecom Sales & Marketing
- Post 2000 – HKU Programme Director

Research areas

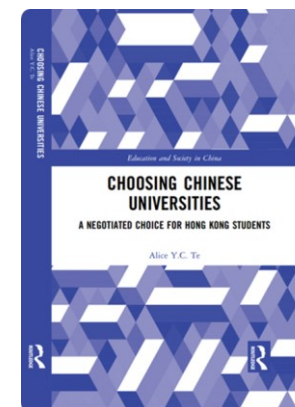
- Human resources management
- Higher education & policy
- Training and development
- Program design and management
- Chinese – English translation
- Workplace English – columnist of Jiu Jik (SCMP), HK Economic Times videos



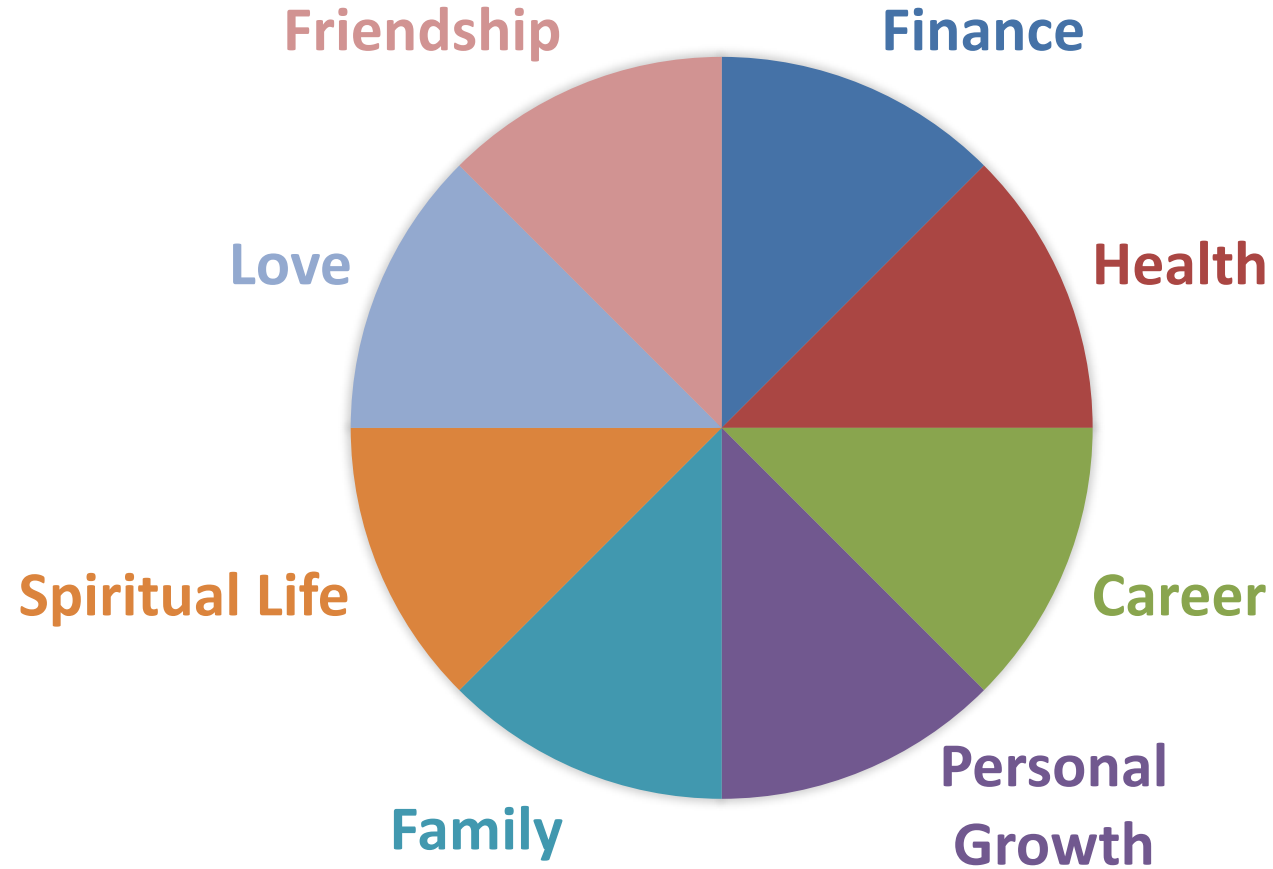
Email: aliceteyc@yahoo.com.hk

WhatsApp: 97778916

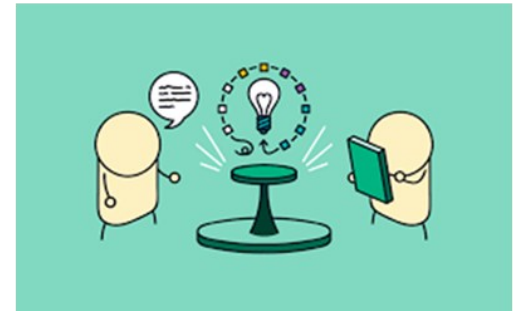
WeChat: Alicete



Dr Alice's Wheel of Life



Life-time
Learning



Dr Alice's Three Basic Principles in Teaching

1. The Principle of **Partnership** in Teaching and Learning
2. The Principle of **Mutual and Joint Responsibility** in Teaching and Learning
3. The Principle of **Construction and Ownership** of Teaching and Learning

Teachers and students are **partners** in teaching and learning, bearing joint responsibility for the quality of student learning.

Teachers should serve as **facilitators** to help students construct and own their learning.

Teacher is the major **architect of learning**, and students are the builders, developers, and owners of their learning.

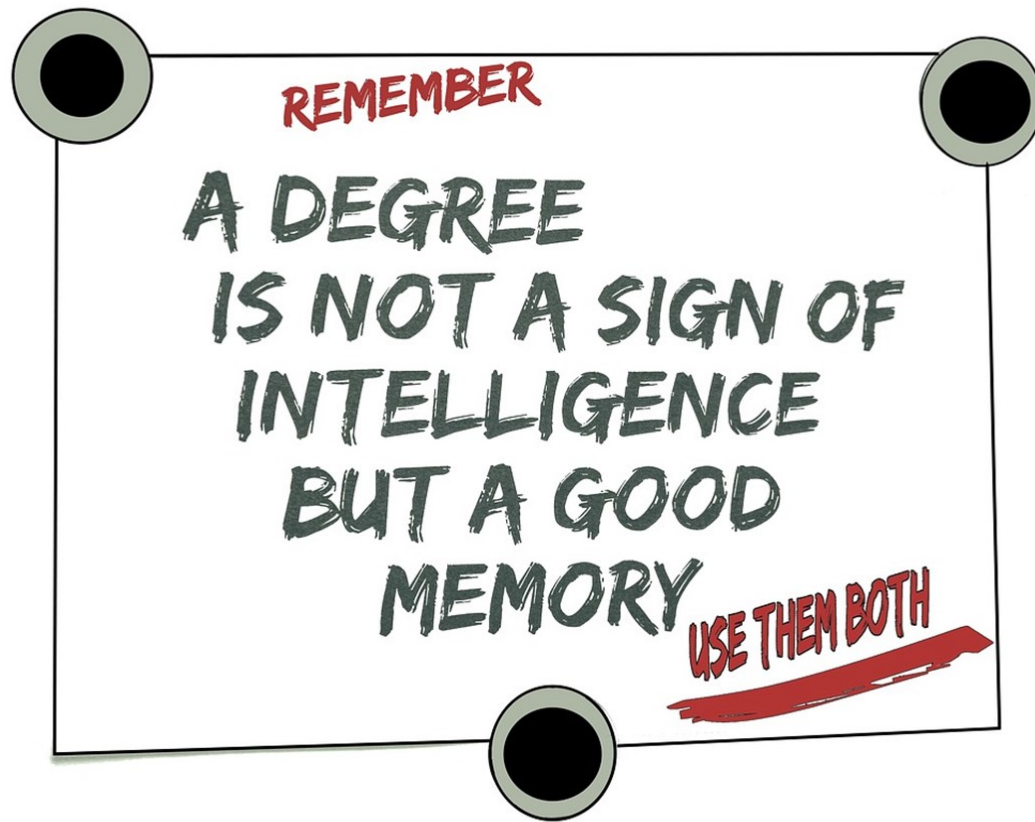
How about YOU?

Self introduction

- Where are you from?
- What is your **expertise**?
- **Why** do you join this programme?
- **What** do you expect from this programme?



How much **Time and Effort** would you Commit?



Soft skills for the 21st Century

- Creativity
- Critical (analytic) thinking
- Communication
- Cross-cultural skill
- Problem solving
- Innovative solutions

Higher learning skills

- ✓ **Respect** others' values and opinions;
- ✓ Develop your ability to be **assertive**;
- ✓ **Disagree** pleasantly;
- ✓ Know when to interrupt and when not to;
- ✓ Understand the flow of discussion and how to change people's minds, and;
- ✓ Understand situations to know what can change and what can't.

Value added

- Communicate with others **who bring different backgrounds and perspectives** to the conversation.
- In short, intellectual disagreement is constructive.

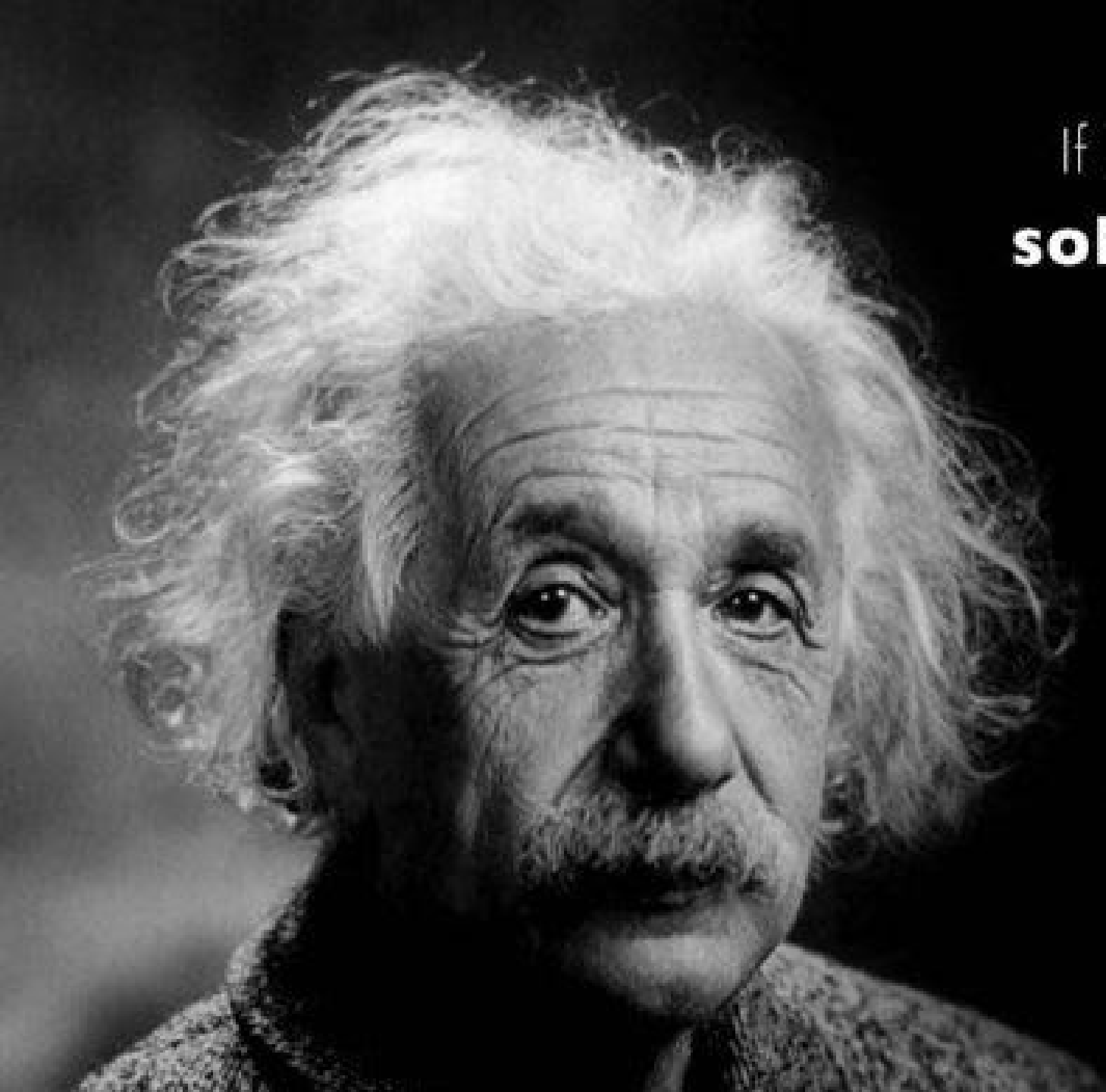
**RULES in this
classroom**

**Enjoy and
have many
coffee
breaks**

*In the 21st Century, knowing all the answers
won't distinguish someone's intelligence ---
**rather, it is the ability to ask all the right
questions will be the mark of a genius.***

JEK III

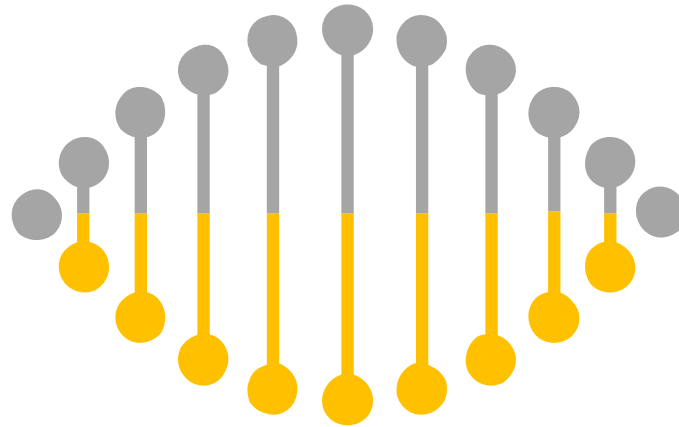
Senior VP IBM Cognitive Solutions



If I had an hour to
solve a problem and my
life depended on it,

I would use the
first 55 minutes
determining the
proper questions to ask.

Albert Einstein



2. Overview of this module

Part One

Six Taught Modules



Research Principles and Philosophy



Visions for the Future – Theoretical Perspectives on Management



Critical Literature Review for Doctoral Research



Converting Research into Practice



Quantitative Research Methods



Advancing to Doctorate Research Stage

Part Two – **Your Research Project**

Research Proposal

Ethical Approval

Conduct your Research

Write up your Dissertation

Oral Examination



Converting Research into Practice

Aims

- Develop advanced scholarship skills to create **new knowledge** through **empirical research** in the field of business and management;
- Write **academic papers** at a standard requisite for publication;
- Develop a systematic understanding of how to **translate research into practice**.



Learning Outcomes (1)

Upon the successful completion of this module, the student should be able to:

1. Create and interpret new knowledge through **original research** and advanced **scholarship**; to extend the forefront of business and management studies;
2. Demonstrate a systematic acquisition and understanding of a substantial body of **knowledge** which is at the forefront of business and management studies and organisational/management practice;
3. Conceptualise, design and implement a **research project** for the generation of new knowledge and understanding at the forefront of business and management studies and communicate the findings and contributions to academic practitioner audiences;

Learning Outcomes (2)

Upon the successful completion of this module, the student should be able to:

4. Conduct a **pilot study**, gather and analyse original empirical data and develop the findings to write a paper in the format of an academic journal article;
5. Write a research-based **academic paper** making that makes informed judgements on complex issues and makes a clear contribution to both business and management theory and organisational/management practice.

Converting Research into Practice Components

5-day classes

4, 5, 11, 12, 18 Jan
12:00 to 6:00 pm

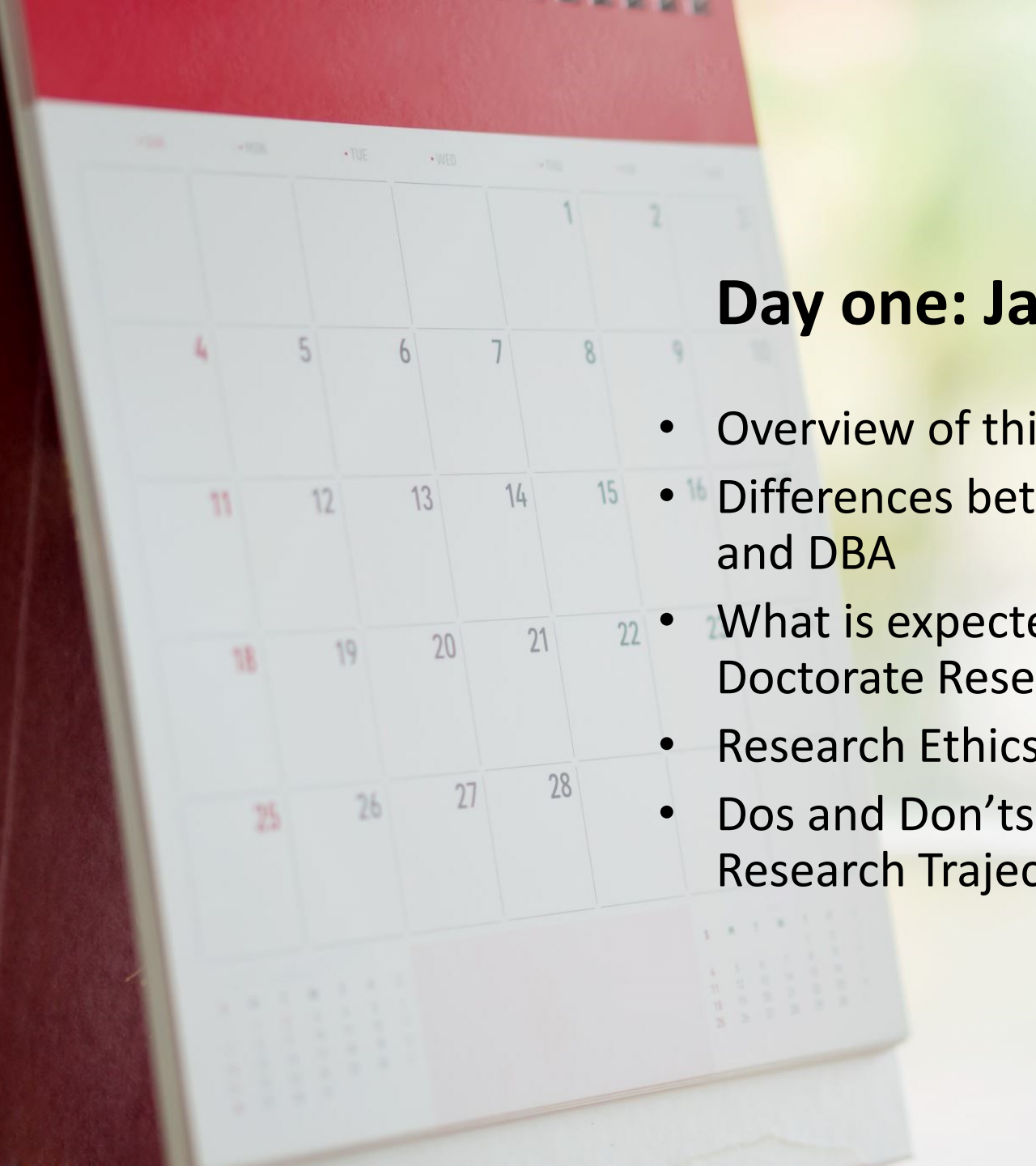
Self-study

Assignment

submitted by

17 Feb 2025





Outline of the five days (1)

Day one: Jan 4

- Overview of this module
- Differences between PhD and DBA
- What is expected from a Doctorate Research
- Research Ethics Process
- Dos and Don'ts in the Research Trajectory

Day two: Jan 5

- Conceptualise, design and implement a Research Project
- How to write a Research Proposal and its Assessment
- How to do Qualitative Research
- **Homework** – think about YOUR interested area of Research

Outline of the five days (2)

Day three: Jan 11

- Sharing on your interested area of research
- Some Contemporary Management Topics
- AI Applications in Business and HRM
- How to do a Pilot Study

Day four: Jan 12

- How to write a Dissertation – a Practical Guide
- Concerns of Examiners
- **Homework** - draft your Research Proposal

Outline of the five days (3)

Day five: Jan 18

- Sharing on your draft Research Proposal
- Publication of **academic papers**
 - from select the journal, draft the manuscript, to publication
 - publication process, editor and reviewer requirements
- Publication of **academic books**
 - benefits of publishing academic books
 - from identify potential publishers, write a book proposal, to publication
 - publication process, editor and reviewer requirements

Assignment

Report (100%) **7,500 words**

- develop a feasible and meticulous **research proposal** to demonstrate that you can convert your research into practice
- exhibit your knowledge and scholarship to conduct **original** research at the forefront of business and management studies and organisational/management practice



Assignment

Title

- Develop a title reflecting the content of the report with the research topic in **clear** and **concise** academic language
- The topic should be at the forefront of business and management studies and organisational / management practice

Assignment

Introduction

- Introduce the **background** of the research:
discuss how you come up with the project
- Place the research topic in its historical,
legal/political, economic, social, technological
contexts, etc
- Describe the **key concepts** and place the research
topic in the contemporary academic context
- Explain why the research topic is **significant**

Assignment

Literature review

- Provide an **overview** of the concepts, issues or theories under consideration, along with the definitions of the key concepts under research.
- Analyse the **key themes** in the literature. Find previous literature from academic and professional sources. Include key references that are highly relevant to yours.
- **Critically** evaluate the relevant literature and identify areas that others did not study or where there are weaknesses, then identify and elaborate the **research gap**.

Assignment

Research aim(s) and objectives

- Based on the literature review, explain **what** you want to achieve through the research.
- The **research aim(s)** should not be more than three. Research objectives collectively should help you to achieve your research aim(s). Research aim can be seen as a big goal whereas research objectives can be seen as sub-goals.
- **Research objectives** should be written in a logical sequence.
- List your **research questions**.

Assignment

Proposed methodology

- Explain **how** you will achieve your aim(s) and objectives, answer your research questions through your research methodology
- Explain your research **approach** and research **design**
- Describe the **methods** you will use to conduct your research. For example, library-based research, on-line research, fieldwork including but not limited to interviews / participant-observation, etc.
- Explain what are the types of your research data, your strategy to **obtain** that data, your data collection approach, how are you planning to **analyse** the data
- Develop a plan to conduct a **pilot study**

Assignment

Expected outcomes and contributions

- Once the study is completed, what are the expected research outcomes (what are you planning to find?)
- How are you planning to contribute to the field (how your findings will be useful to the relevant **stakeholders**?)
- Identify the **theoretical** contributions towards business and management studies, and **practical** contributions on organisational/management practice, and etc.

Assignment

Research plan of work and timetable

- Develop a plan of your work explaining the **timeline** for key elements of the full research
- This can be set out as a table or as a Gantt chart.

Bibliography

- List up to **40 titles** that are relevant to your research. Use Harvard style of referencing. The list should be in alphabetical order.

Use of Generative AI

Proofreading

For this assessment, you can use Generative AI to check your own text/creation for grammatical and syntactical mistakes, including rephrasing of your own work within specific standards.

A student can use AI to:

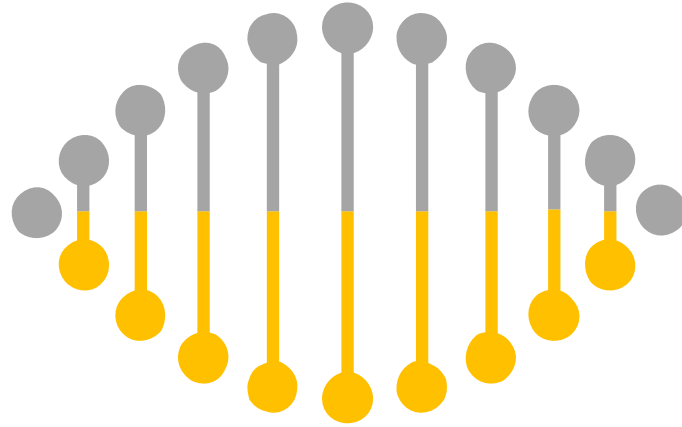
- Check a text they have written themselves for readability, grammar and syntax
- Use a tool like Microsoft Editor, Bing Chat or specific elements of Grammarly, to check for grammar, spelling and readability

A student cannot use AI to:

- Create text for them or allow it to completely rewrite, expand or change beyond recognition their own text
- Rephrase text that they did not write themselves
- Rephrase or paraphrase text that another person has written

Assessment Criteria

- ❑ 20% Engagement with literature
- ❑ 20% Knowledge and understanding skills
- ❑ 20% Cognitive and intellectual skills
- ❑ 25% Practical application skills
- ❑ 15% Transferable Skills for Life and Professional Practice

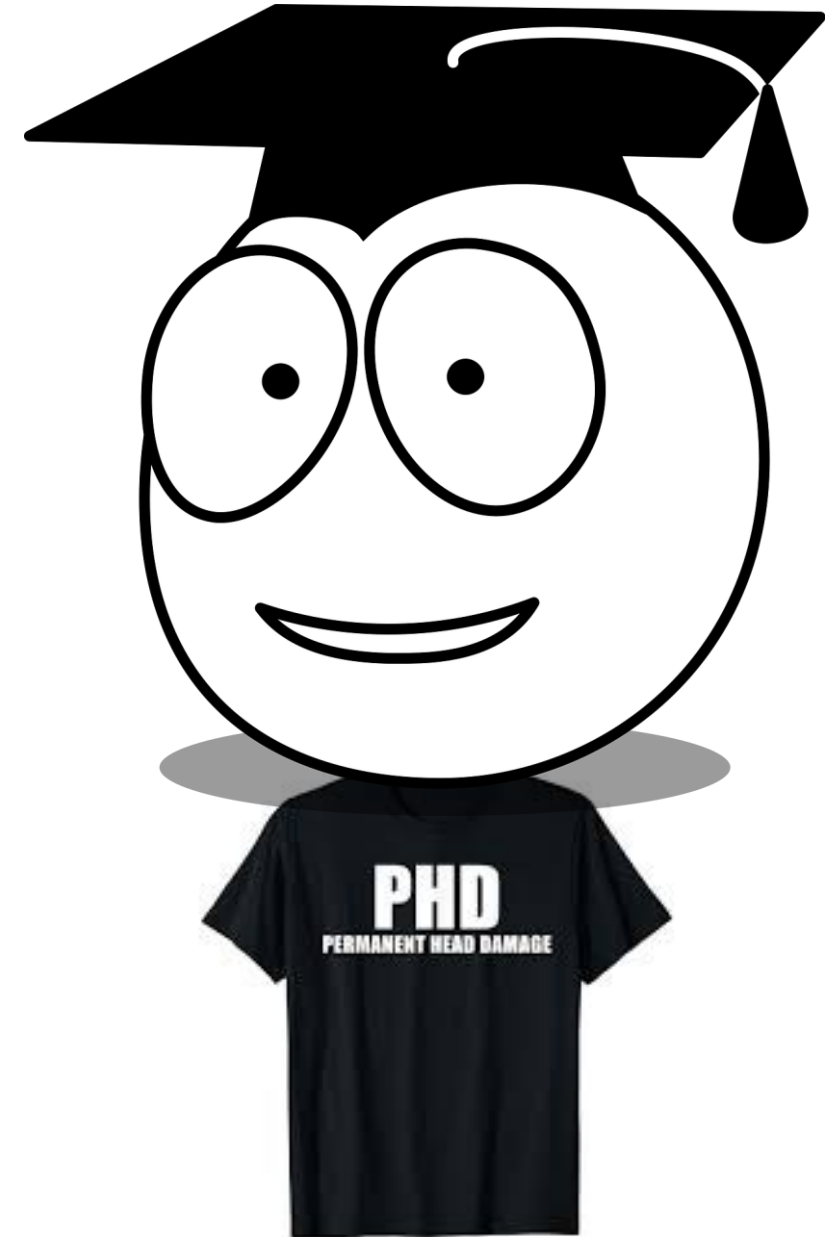


3. Differences between PhD and DBA

PHD

Doctor of Philosophy

- Permanent Head Damage
- Please Help, Death
- Patience Humiliation Distress
-



DBA

Doctor of Business Administration
University of Wales Trinity Saint David

The **highest** credential of business degree

- Networking opportunities
- Advancement of profession
- Change of career path
- For interest?
- For self development?

combine scientific **research methods**,
theory, and **professional experience**
to write and successfully defend a
dissertation that casts new insights and
solutions on **practical problems**





Differences between DBA and PhD (1)

Doctor of Business Administration

Doctor of Philosophy

Research Focus

PhD

- theoretical research, aim to develop **new theories** or refine existing ones related to business and human behavior
- emphasis on understanding and investigation of social phenomena and contributing to the body of knowledge **in a specific field**
- need to publish **academic papers**

DBA

- emphasize **applied research**, use academic theory to investigate and solve advanced **business problems**
- focus on the **practical application of theories**
- identify specific business problems from their personal experience and conduct scientific inquiries into their causes and solutions.



Differences between DBA and PhD (2)

Candidate Profiles

PhD

- prepare graduates for careers as **academic scholars**
- conduct theoretical research, **teaching** at the college or university level, and publishing research contributions in academic journals and books
- become senior **researchers** in government or corporate sectors

DBA

- a **variety** of career paths
- working professionals within their companies
- aim to become **executive leaders** in their field
- **consultants**, expanding their influence in relevant industries
- transition to **academic careers** as guest lecturers, adjunct faculty, or tenure-track faculty members, bringing their practical experience to the research arena and the classroom

Difference between DBA and PhD (3)

Method of Delivery

PhD

- **full-time** commitment to scholarly development, four to six years, with the initial years focused on acquiring knowledge and the rest dedicated to developing a dissertation that contributes to the body of knowledge in a specific discipline.
- expect students to **prioritize** their academic pursuits

DBA

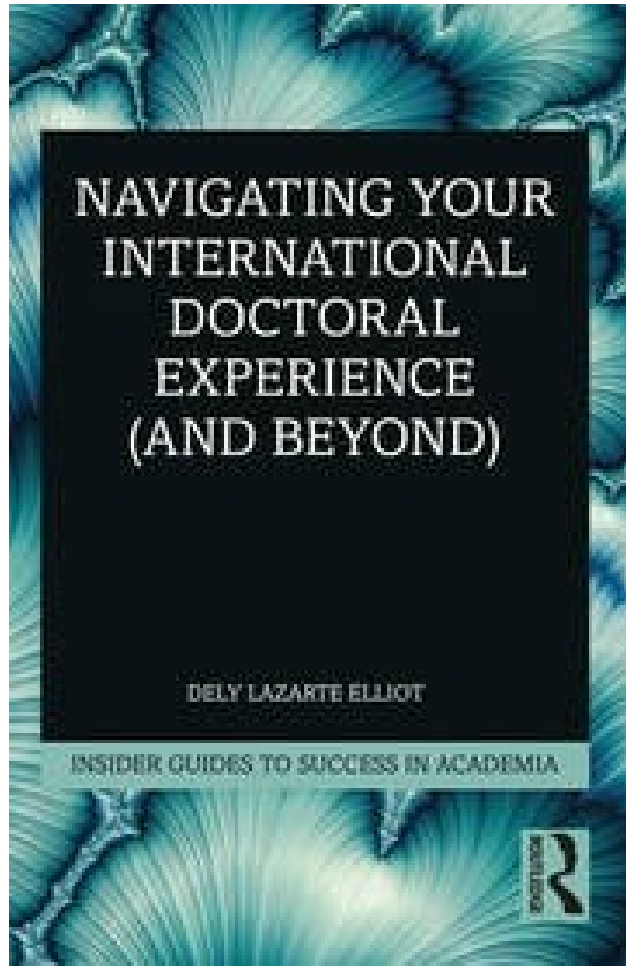
- designed to accommodate work and family obligations while studying
- a **hybrid** approach to program delivery, utilizing telecommunication technologies and face-to-face interaction
- three years in length and allow students to continue managing their professional and personal responsibilities





DBA

It requires a thesis and **original research**, so there is a lot more intense **independent study** in a DBA in comparison to an MBA focused often on groupwork and the case method of teaching and learning



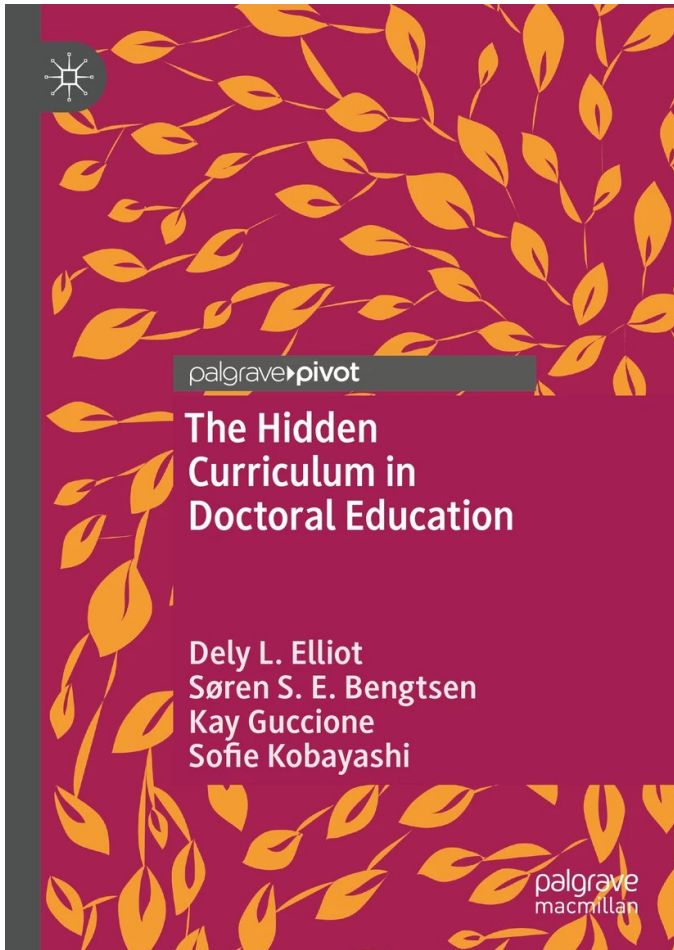
Navigating Your International Doctoral Experience (and Beyond)

Dely Lazarte Elliot (2023)

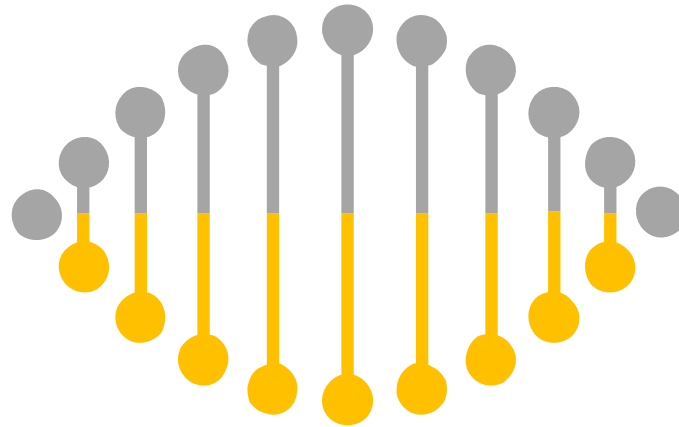
1. **Socialised learning**, academic acculturation and Self-Determination Theory: An intersection of conceptual frameworks;
2. Expecting the unexpected in a PhD and beyond – scholars' aspirations, the PhD genre and socialised learning experiences;
3. In the midst of two or more academic cultures;
4. Self-Determination Theory: One theory to rule them all;
5. Interacting factors in understanding a **metacognitive approach** to learning, motivation and intercultural relations;
6. A metacognitive approach to learning, motivation and intercultural relations: A new model for international doctoral scholars;
7. Managing, harnessing and promoting positive intercultural engagement.

The Hidden Curriculum in Doctoral Education (2020)

Dely L. Elliot , Søren S. E. Bengtsen , Kay Guccione , Sofie Kobayashi



This book explores the concept of the **‘hidden curriculum’** within doctoral education. It highlights the **unofficial channels of genuine learning** typically acquired by doctoral students independent of the physical and metaphorical walls of academia. The doctorate is a huge and complex undertaking which requires a **range of support** beyond academic foundations. The exchange between official and hidden curricula is therefore key, not just for achieving the qualification, but to also achieve **transformative growth**. This book offers a framework for a ‘doctoral learning ecology model’ to scaffold learning and sustain wellbeing by leveraging both formal and hidden curricula. This illuminating book will be of interest and value to doctoral researchers, supervisors, and mentors.



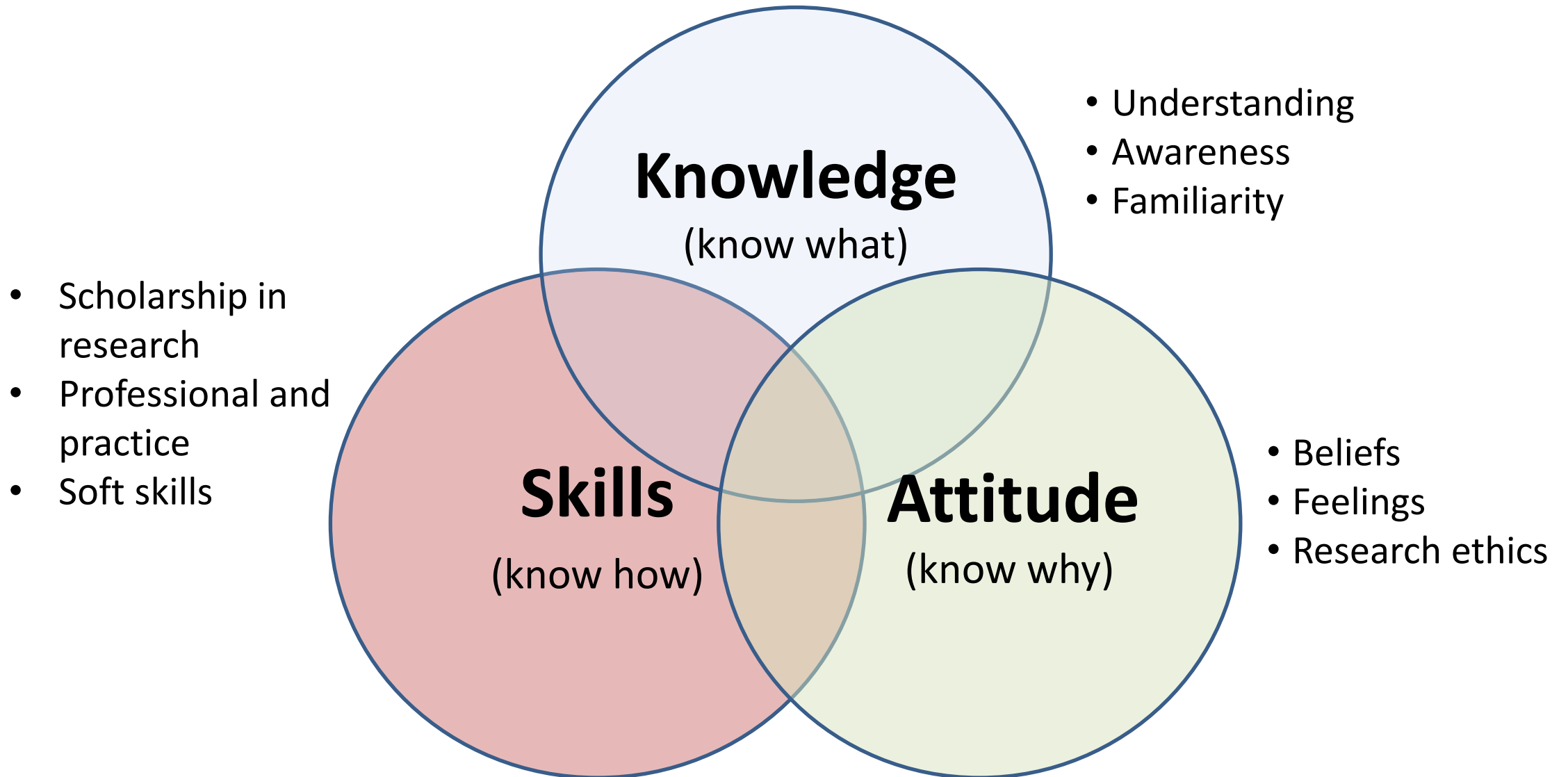
4. What is expected from a Doctorate Research



**“Begin with the end in mind.”
Stephen Covey**

Clarify Your Intentions

Knowledge – Skills – Attitude





**KNOWN
TO OTHERS**

**KNOWLEDGE
&
SKILLS**

SEA LEVEL

**UNKNOWN
TO OTHERS**

ATTITUDE



What is your intentions?

Get the degree soonest –
for career advancement
or career change

Keep work-
life balance

With a more **goal-oriented** and **personalized way of learning** through the supervisory format, individuals will gain incredible growth in terms of career as well as personality.

Learning through a guide-led method helps significantly in developing skills and deep knowledge.



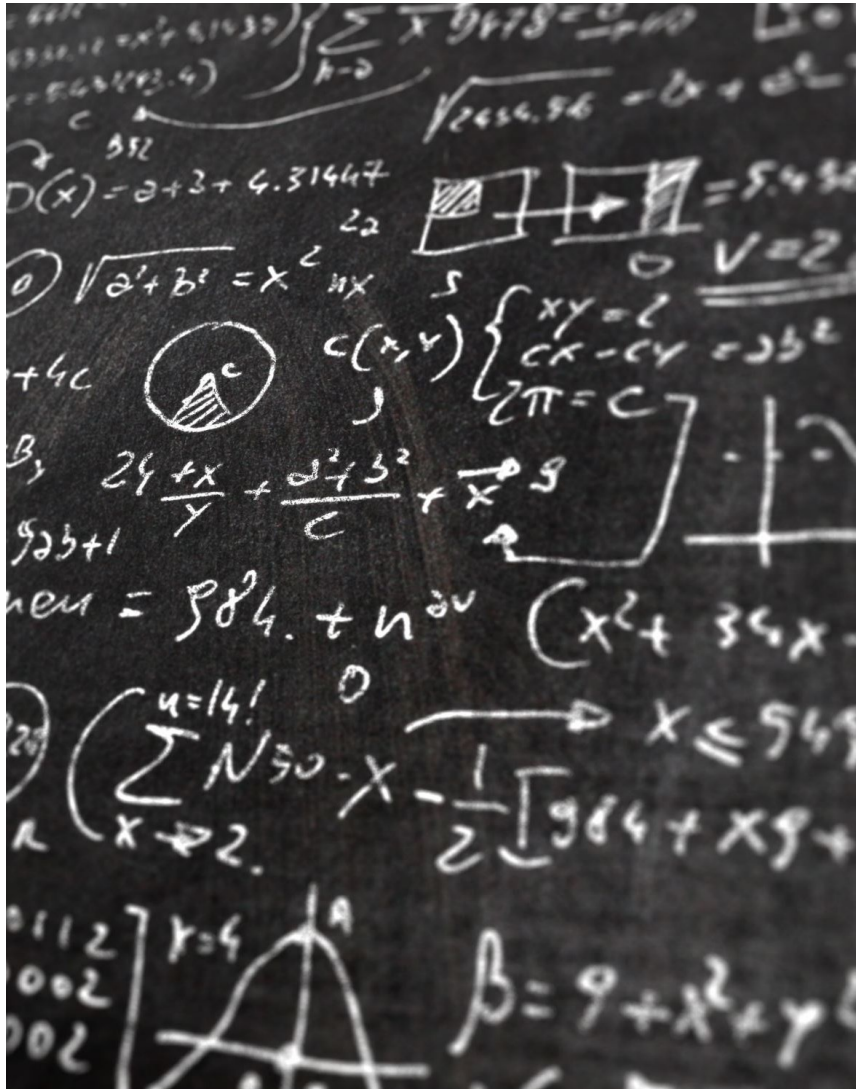
What is Doctorateness

- A key phrase picked out by Wellington (2013, 1495) from universities' examination procedures, corroborates the point: '[**Doctorateness**] represents a **significant contribution to learning**, for example, through the discovery of **new knowledge**, the connection of previously unrelated facts, the development of new theory or the revision of an older view.'

What is New Knowledge

- New knowledge in business and management refers to the latest **insights**, **concepts**, and **practices** that have emerged in these fields.
- As the business landscape evolves, new knowledge is constantly being generated to help organizations **adapt and thrive**.



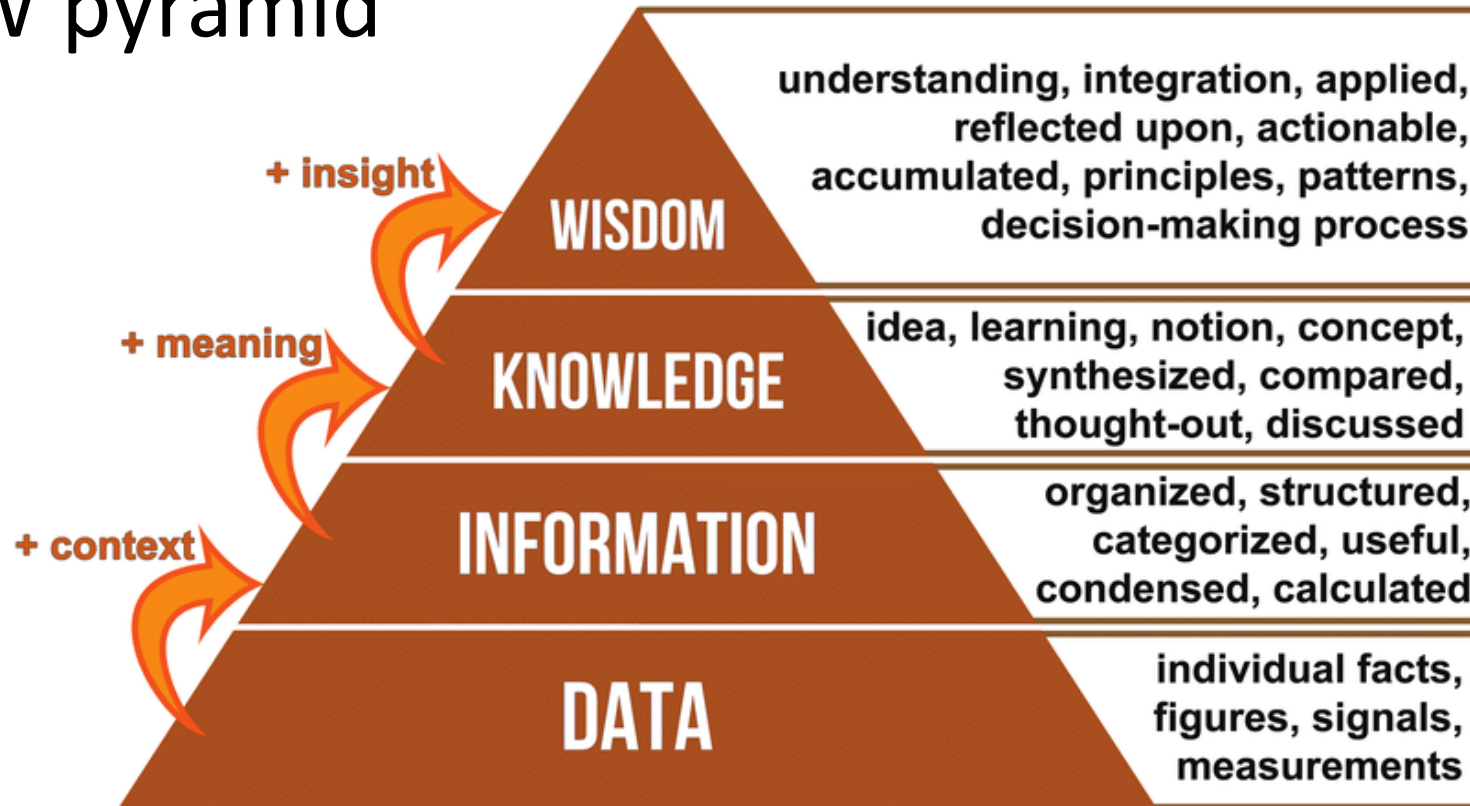


Significance contribution - Knowledge

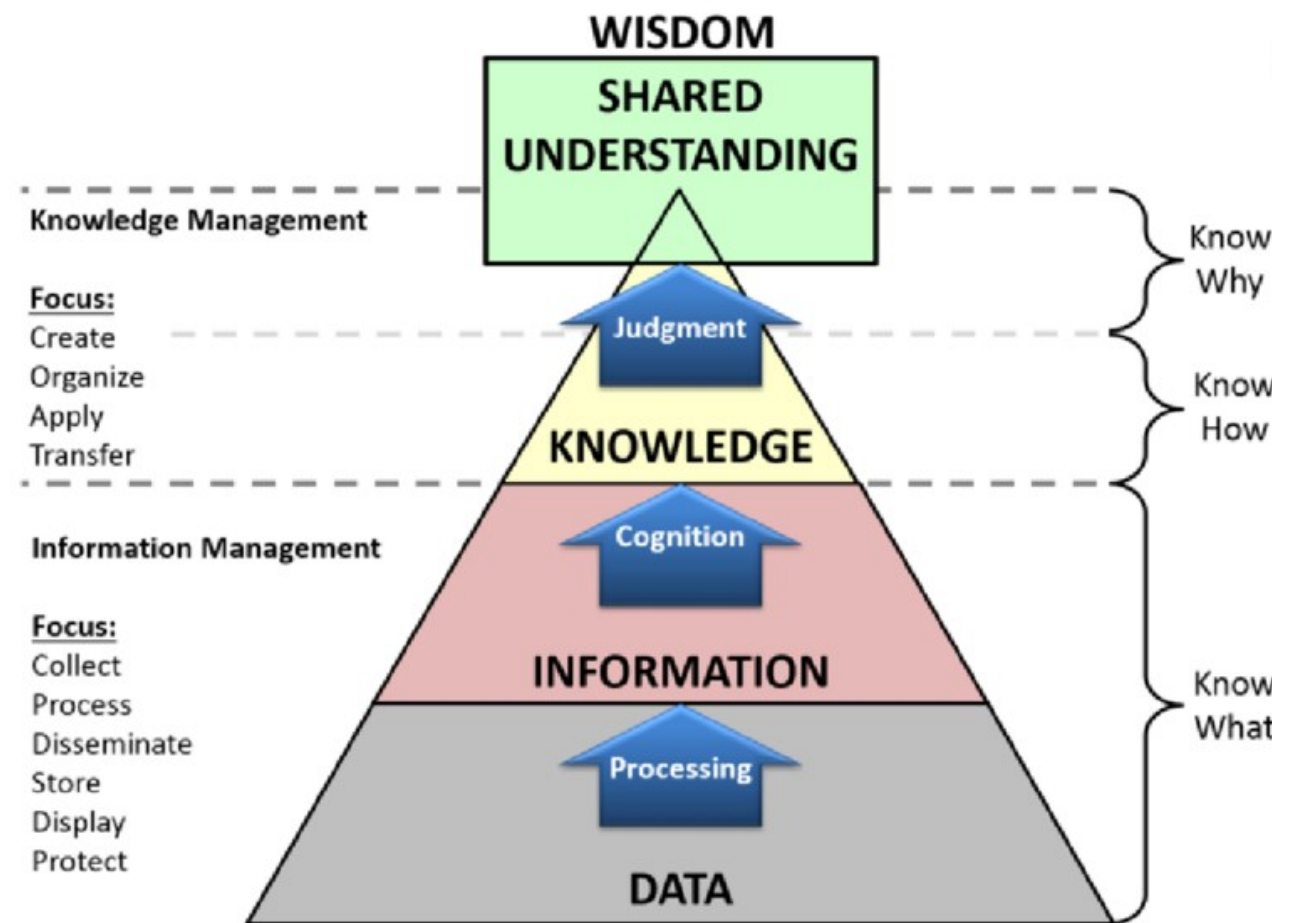
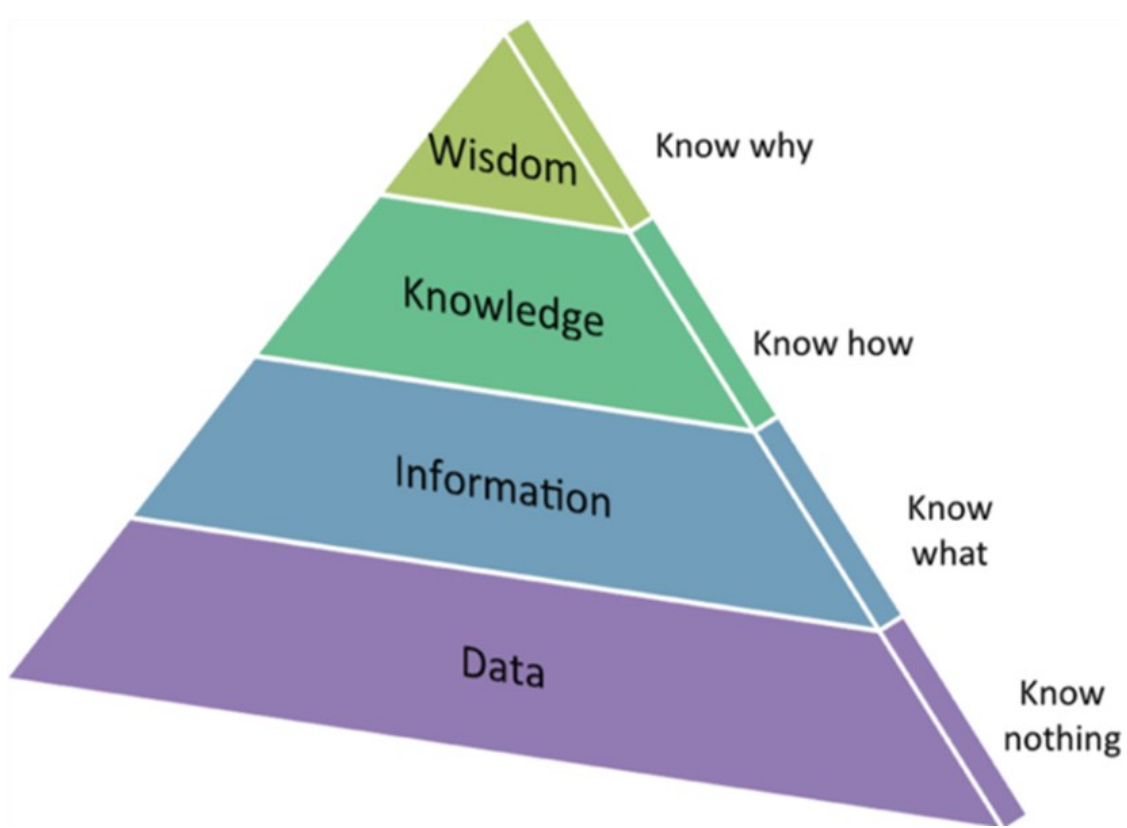
- In business and management subjects, there is an expectation for the thesis to significantly contribute to **theory**, as well as **policy** and/or **practice** (with potential for impact beyond academia).
- Practical contribution is paramount, but theoretical contribution should prevail.
- Nonetheless, this does not have to be earthshattering. An **incremental contribution** of significance via the extension or novel use of an existing theory will suffice.

Data-Information-Knowledge-Wisdom Model

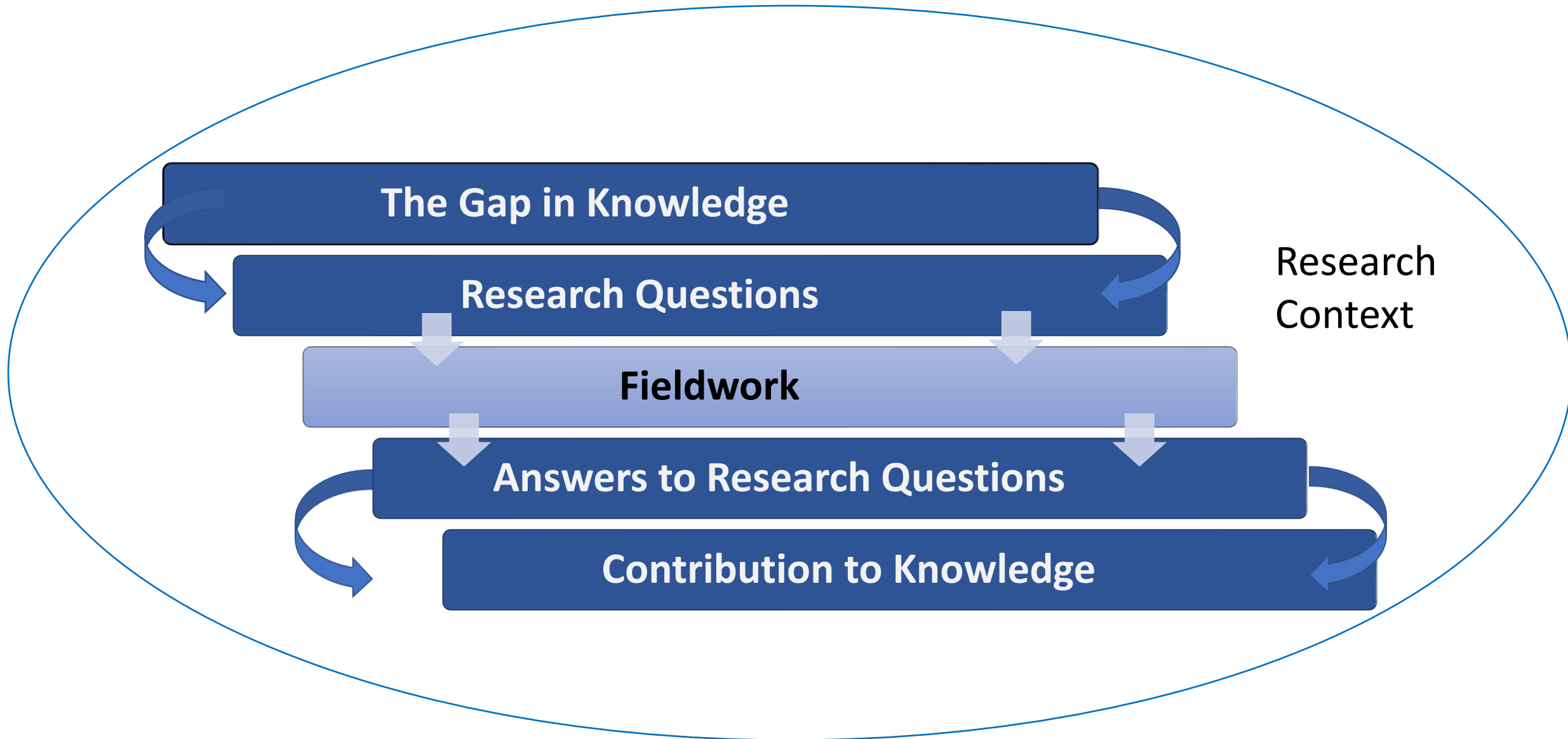
DIKW pyramid



Danny P. Wallace, a Professor of library and information science, explained that the origin of the DIKW pyramid is uncertain: The presentation of the relationships among data, information, knowledge, and sometimes wisdom in a hierarchical arrangement has been part of the language of information science for many years.



The bigger picture of your Research



What is Doctorateness?

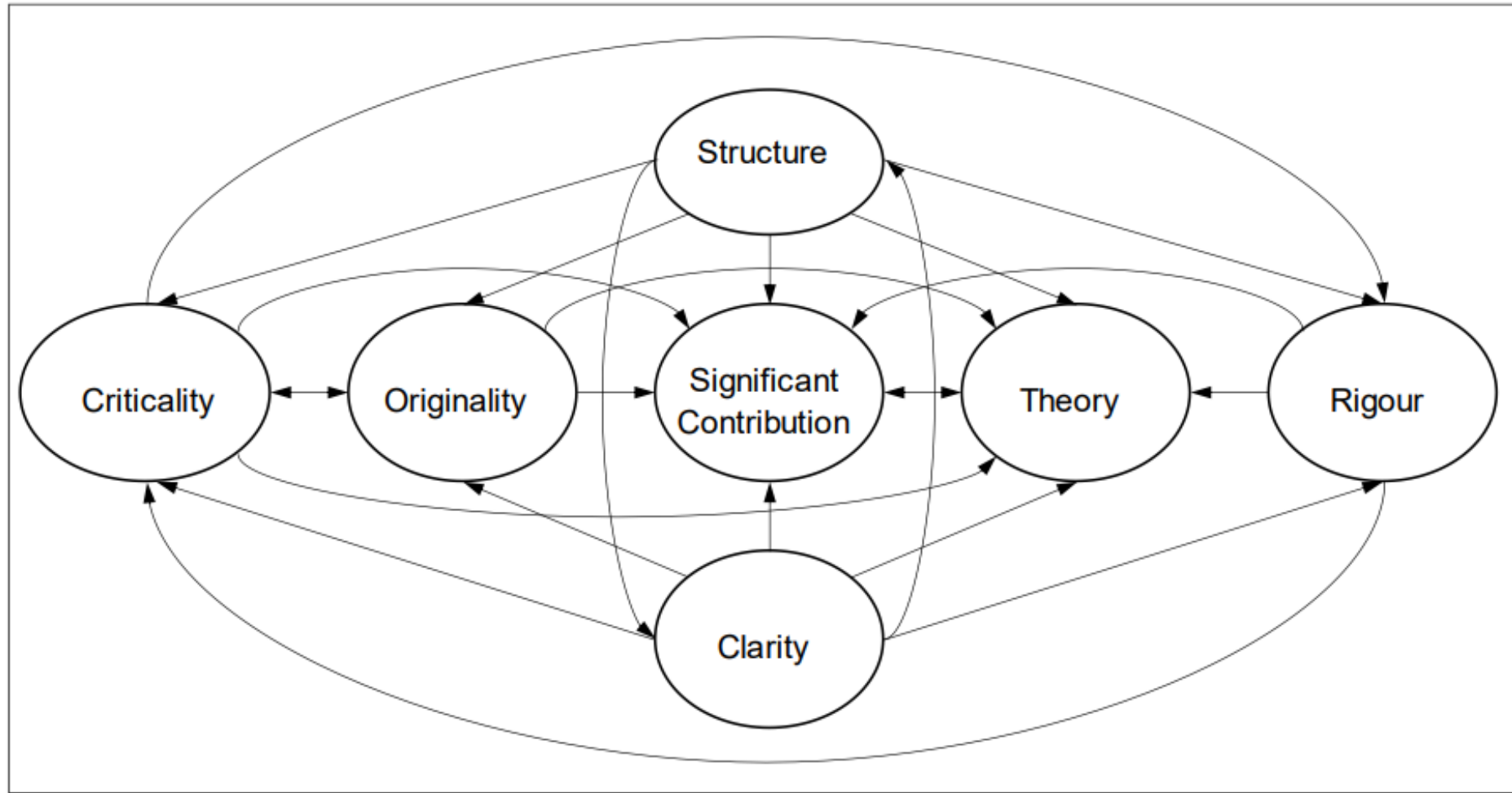


Figure 1. The Seven Attributes Framework (SAF).

Examples – research projects

1. A study of the relationships between listed companies' environmental, social and governance (ESG) reporting, company value and investment risk in Hong Kong **(Graduated)**
2. A study of Open Innovation in Small and Medium Enterprises in Hong Kong **(Graduated)**
3. Development of a new funding model for philanthropic foundations
4. A study on the relationship between transformational servant leadership and employee engagement in the service industry
5. A study on the influence of Work From Home on the work-life balance of female employees in Hong Kong
6. The impact of Work-Family and Family-Work Conflict on employees' work outcomes: a moderated mediating model
7. A study of the rewards-based crowdfunding for technology innovation start-ups in China
8. A study of risk management in life insurance industry of Hong Kong

More examples

1. Residential satisfaction and behavioural intentions: a study of private housing in Hong Kong
2. The impacts of service quality, customer satisfaction and perceived price fairness on the behavioural loyalty of Hong Kong business and non-business air travellers towards airline companies
3. A study of the use of video conferencing technology in training as an effective mode of training for financial advisors in Hong Kong
4. Towards building a holistic management framework for social enterprises in Hong Kong

Some themes in Organizational Behaviour 1

1. The Impact of **Leadership Styles** on Employee Motivation and Performance: Investigate how different leadership styles, such as transformational, transactional, or servant leadership, influence employee motivation and performance within an organization.
2. The Role of **Organizational Culture** in Employee Engagement: Examine how organizational culture affects employee engagement and its impact on productivity, job satisfaction, and retention. Focus on specific aspects of culture, such as values, norms, or communication patterns.
3. The Influence of **Diversity and Inclusion** on Organizational Performance: Explore the relationship between diversity, inclusion, and organizational performance. Analyze how diversity in terms of gender, ethnicity, age, and other factors, as well as inclusive practices, contribute to innovation, decision-making, and overall effectiveness.
4. The Effect of **Organizational Change** on Employee Resistance and Adaptation: Investigate how employees respond to organizational change, including their resistance, adaptation strategies, and the factors that influence their reactions. Explore change management practices and their effectiveness.

Some themes in Organizational Behaviour 2

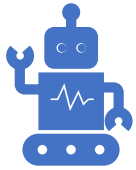


5. The Role of **Emotional Intelligence** in **Leadership** Effectiveness: Examine the impact of emotional intelligence on leadership effectiveness and employee outcomes. Analyze how leaders' self-awareness, empathy, and relationship management, influence team dynamics, employee satisfaction, and performance.



6. **Employee Learning and Development**: Investigate effective strategies for employee learning and development, including training programs, mentoring initiatives, and career development opportunities.

- ✓ Remember to narrow down your topic to make it more **manageable** and **feasible** for research
- ✓ Consider conducting case study, surveys, or interviews to gather data for your thesis



Some themes in Human Resources Management 1

1. The Impact of **Artificial Intelligence** on HR Practices: Explore how AI technologies such as machine learning and natural language processing are transforming HR functions like recruitment, performance management, and employee engagement.
2. HR Analytics and **Data-Driven Decision Making**: Explore the use of HR analytics and data-driven decision making in areas such as talent acquisition, performance management, and workforce planning.
3. Remote Work and **Virtual Teams**: Analyze the challenges and opportunities of managing remote employees and virtual teams, issues related to communication, collaboration, and performance evaluation.
4. Ethical Leadership and **Corporate Social Responsibility**: Investigate the role of HR in promoting ethical behavior and corporate social responsibility within organizations, including the development of ethical leadership programs and sustainability initiatives.
5. **Diversity and Inclusion** in the Workplace: Investigate strategies for creating a diverse and inclusive work environment, including recruitment practices, training programs, and organizational policies.

Some themes in Human Resources Management 2

6. Employee **Well-being and Mental Health**: Examine the role of HR in promoting employee well-being and mental health, initiatives such as stress management programs, work-life balance policies, and mental health support.
7. Employee **Engagement and Motivation**: Examine the factors that contribute to employee engagement and motivation, and explore HR practices that can enhance employee satisfaction, productivity, and commitment.
8. Workplace Flexibility and **Work-Life Balance**: Analyze the impact of flexible work arrangements – telecommuting, flexible scheduling, on employee satisfaction, work-life balance, and organizational performance.
9. **Talent Management** and Succession Planning: Explore effective strategies for attracting, developing, and retaining top talent, as well as succession planning to ensure a smooth transition of key roles within the organization.





Some new themes in Accounting & Finance 1

1. The impact of **artificial intelligence** and machine learning on financial decision-making
2. The role of **blockchain technology** in enhancing financial transparency and accountability
3. The effects of **corporate social responsibility** on finance industry
4. The influence of **financial regulations** on the banking sector
5. The role of **big data analytics** in improving financial forecasting and risk management
6. The impact of **digital currencies** (e.g., Bitcoin) on traditional banking systems
7. The effectiveness of **financial literacy programs** in promoting responsible financial behavior

Some new themes in Accounting & Finance 2

8. The relationship between **corporate governance** and firm performance
9. The role of **financial innovation** in promoting economic growth
10. The effects of tax policies on corporate investment decisions
11. The impact of international financial reporting standards (IFRS) on finance industry
12. The role of financial markets in facilitating economic development
13. The effects of **financial globalization** on emerging economies
14. The relationship between corporate social responsibility and shareholder value
15. The role of **financial technology** (fintech) in reshaping the financial industry



- ✓ Choose a topic that aligns with your **interests** and **expertise**
- ✓ consider the **availability of data and resources** for your research



Once identified your area of interest, the next step is to conduct some **preliminary research**. Help you understand what research has already been conducted in your chosen area and identify **any gaps** that need to be filled.



It will provide you with a better understanding of the **theories, concepts,** and **methodologies** that are commonly used in the field.



Use this information to refine **your topic**, set your **aims and objectives**, develop a **research question** that is both relevant and innovative.

Examples of New Knowledge in Business & Management



- **Digital Transformation:** Businesses are increasingly adopting digital strategies to transform their operations, processes, and customer experiences. Leveraging technologies such as artificial intelligence, big data analytics, cloud computing, and the Internet of Things (IoT) to drive innovation and gain a competitive edge.
- **Application of AI in business:** AI-powered customer service and chatbots, predictive analytics and forecasting. personalization and recommendation systems, supply chain optimization, fraud detection and cybersecurity, AI in marketing and advertising.

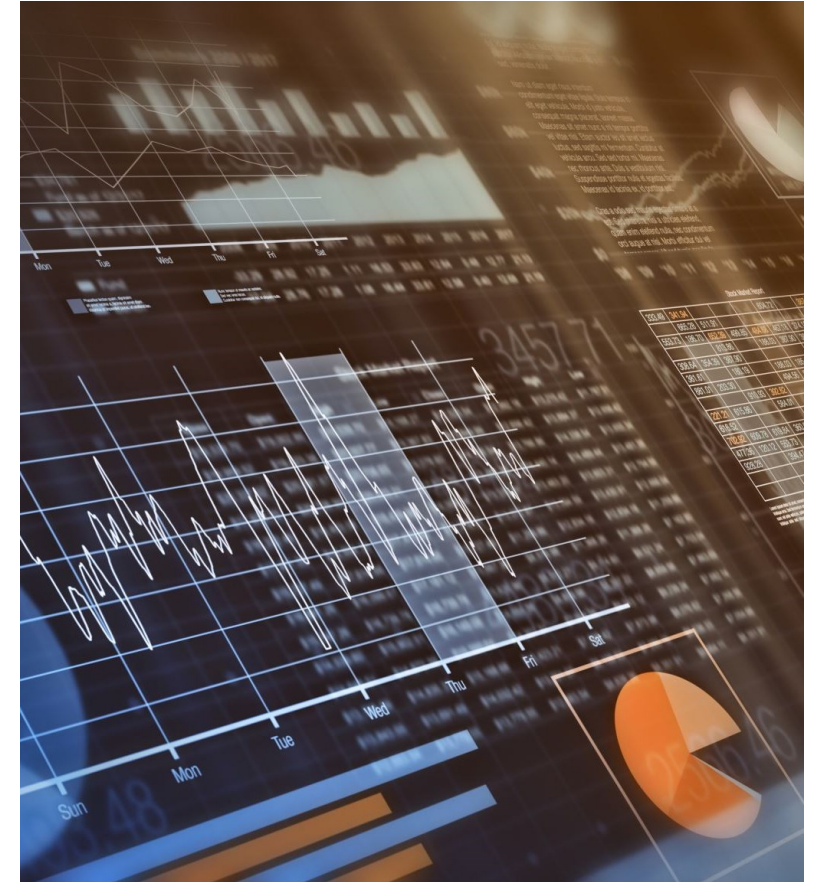
Examples of New Knowledge in Business & Management



- **Agile and Lean Management:** Traditional hierarchical management approaches are being replaced by more flexible and adaptive methods. Emphasize iterative and collaborative approaches, empowering teams to respond quickly to changing market conditions and customer needs. These methodologies promote continuous improvement, efficiency, and innovation.
- **Sustainability and Corporate Social Responsibility (CSR):** Businesses are recognizing the importance of integrating sustainability and CSR into their strategies. Consider environmental, social, and governance (ESG) factors in decision-making, implementing sustainable practices, and addressing social and environmental challenges. Organizations are increasingly expected to operate ethically and contribute positively to society.

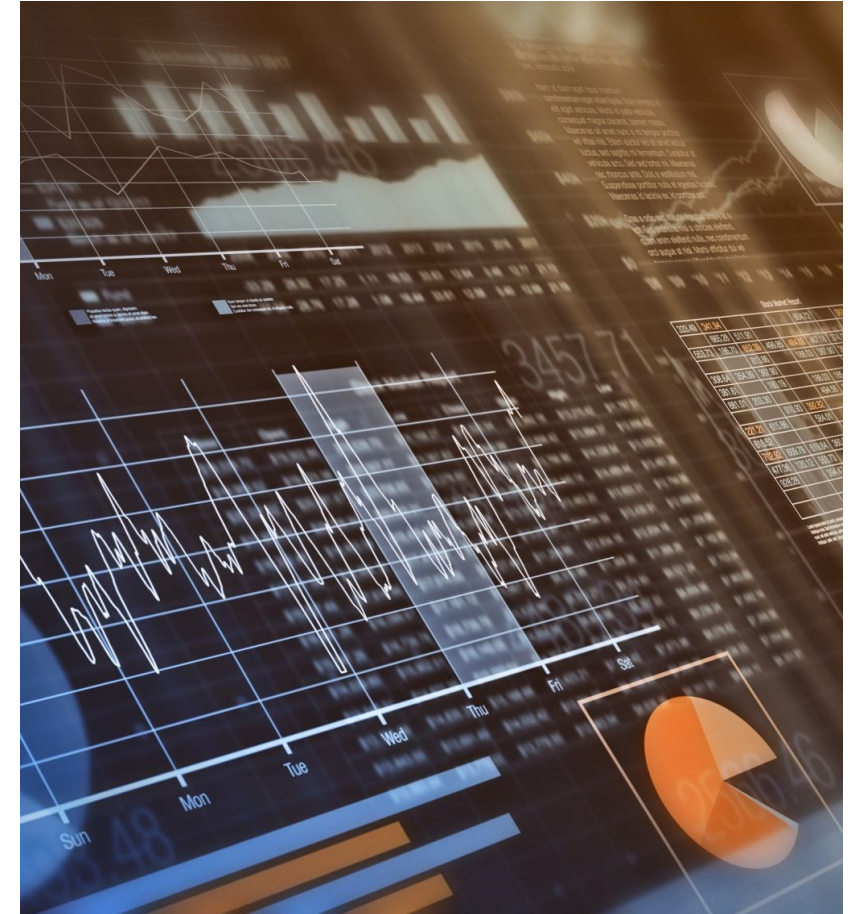
Examples of New Knowledge in Business & Management

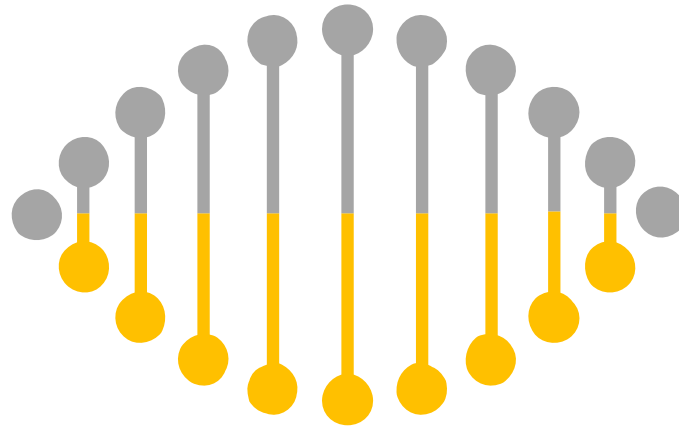
- **Analytics and Business Intelligence:** The availability of vast amounts of data has led to the emergence of data analytics and business intelligence as critical tools for decision-making. Businesses are leveraging data to gain insights, identify trends, and make data-driven decisions. Include using predictive analytics, data visualization, and machine learning algorithms to extract valuable information from data.
- **Design Thinking:** a problem-solving approach that focuses on understanding user needs and creating innovative solutions. It involves empathizing with users, defining problems, generating ideas, prototyping, and testing. Design thinking helps businesses develop customer-centric products, services, and experiences.



Examples of New Knowledge in Business & Management

- **Emotional Intelligence** and Leadership:
Emotional intelligence, which refers to the ability to understand and manage emotions, is increasingly recognized as a crucial skill for effective leadership. Leaders with high emotional intelligence can build strong relationships, inspire and motivate teams, and navigate complex interpersonal dynamics





5. Research Ethics Process

Research Ethics & Integrity Code of Practice



<https://www.uwtsd.ac.uk/media/uwtsd-website/content-assets/documents/research/REICoP-July-2022.pdf>

The University

The strategic aims and objectives of the University include **actively promoting research**, enterprise and knowledge exchange activity that is underpinned by **high ethical, social and environmental standards**. This Code of Practice provides a framework for ethical research practice and decision making within the University.



5 Key Principles (1)



Honesty in all aspects of research, presentation of research goals, intentions and findings; in reporting on research methods and procedures; in gathering **data**; in using and acknowledging the work of other researchers; and in conveying valid **interpretations** and making justifiable **claims** based on research findings.



Rigour, in line with prevailing disciplinary norms and standards: in performing research and using appropriate **methods**; in adhering to an agreed protocol where appropriate; in drawing interpretations and conclusions from the research; and in communicating the results.



Transparency and open communication in declaring **conflicts of interest**; in reporting of research data collection methods; in analysis and interpretation of data; in making research findings widely available, includes sharing negative results as appropriate; and in presenting the work to other researchers and to general public.

5 Key Principles (2)



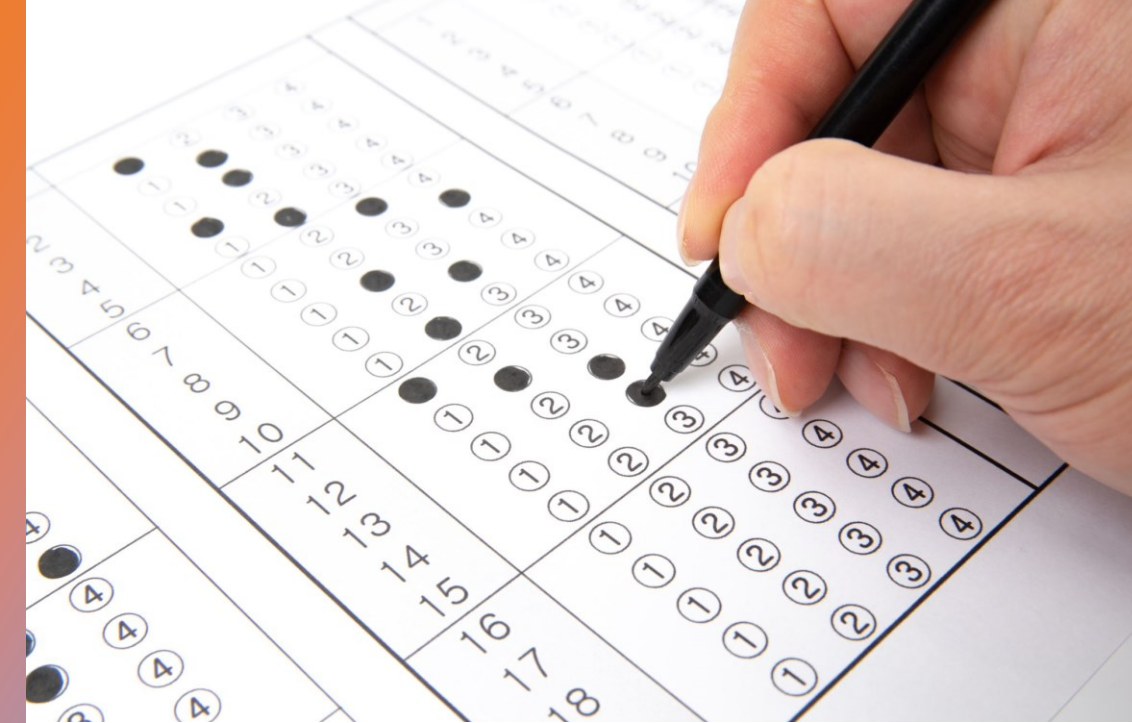
Care and respect for all participants in and subjects of research, including **humans**, animals, the **environment** and cultural objects. Those engaged with research must also show care and respect for the stewardship of research and scholarship for future generations



Accountability for the university to create a research environment in which its staff and students are empowered and enabled to own the research process. Those engaged with research must also ensure that **investigators** are held to account when behaviour falls short of the standards set by this Code.

Questions

- Which of these Principles is most important?
And why?
 - ✓ honesty
 - ✓ rigour
 - ✓ transparency
 - ✓ care and respect
 - ✓ accountability
- **Who** should be in charge of checking that the researchers practice the Code of Practice?
- How can we tell if a researcher has Integrity?



Templates

More Practical Guidelines

Informed Consent and Participant Protection

- Obtain **informed consent** from research participants
- Ensure privacy, confidentiality, and anonymity
- Safeguard the rights and welfare of research participants



More Practical Guidelines

Research Integrity and Data Management

- Avoid **plagiarism** and academic misconduct
- Ensure data accuracy, reliability, and validity
- Responsible data collection, storage, and sharing practices

Ethical Considerations in Data Analysis and Reporting

- **Transparency** and honesty in data analysis and interpretation
- Avoid bias and ensuring objectivity in reporting results
- Ethical considerations in publishing and disseminating research findings

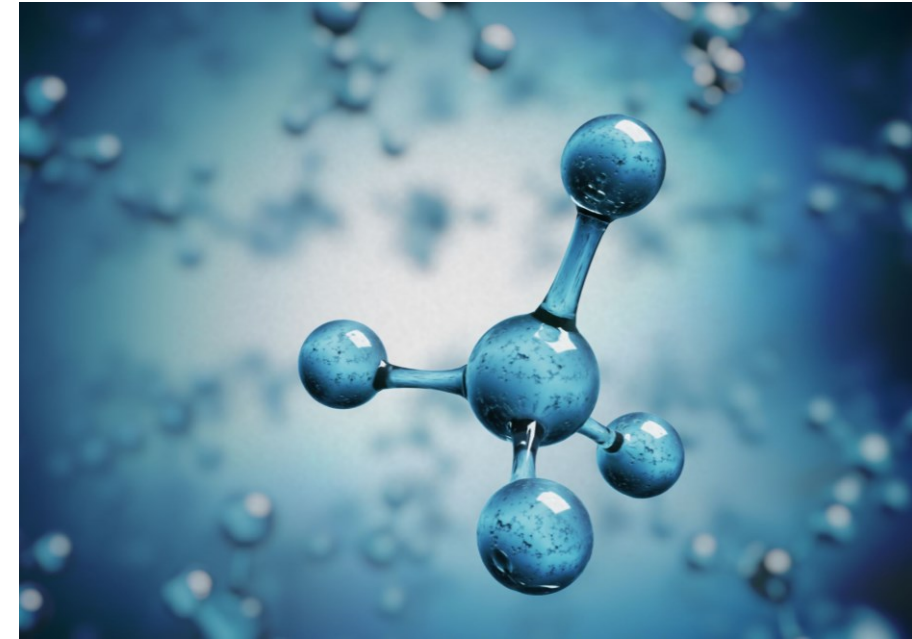
More Practical Guidelines

Ethical Issues in Human Subjects Research

- Ethical review processes and Institutional Review Boards
- Ethical challenges in social science research
- Ethical considerations in cross-cultural international research

Ethical Considerations in Business Research:

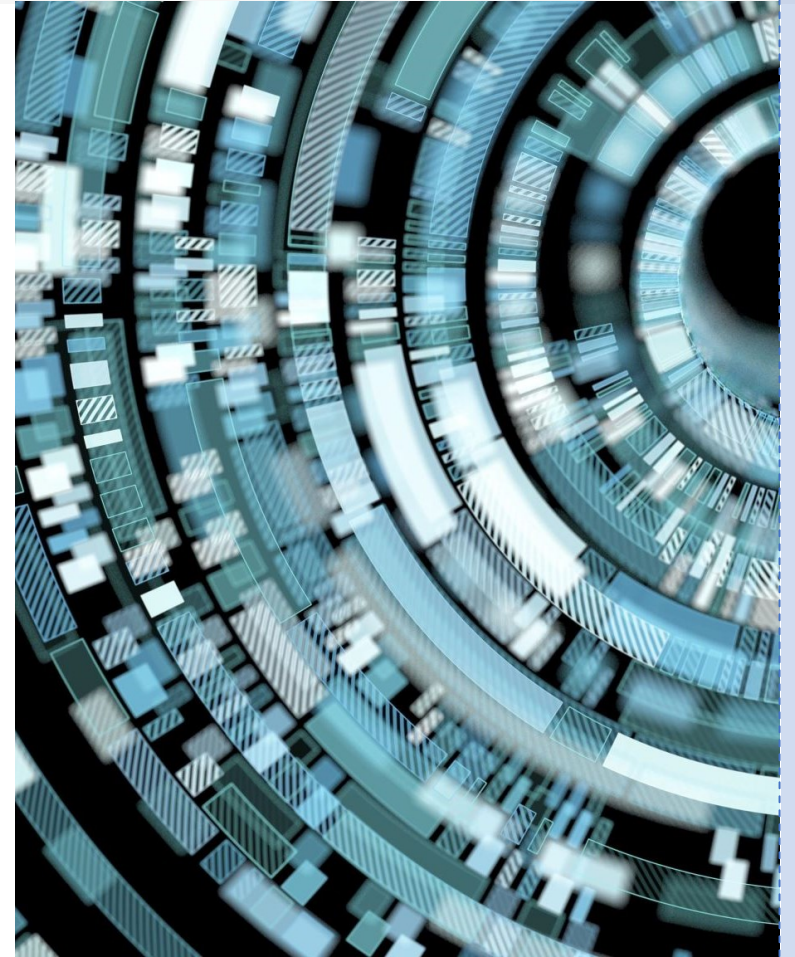
- **Conflicts of interest** and disclosure requirements
- Ethical considerations in industry-sponsored research
- Ethical implications of research on sensitive topics (e.g., corporate governance, financial markets)



More Practical Guides

Emerging Ethical Issues in Research

- Ethical considerations in emerging technologies (e.g., AI, big data)
- Ethical implications of research in sensitive areas (e.g., genetics, artificial intelligence)
- Ethical challenges in interdisciplinary and collaborative research



Ethical Cases for Discussion (1)

John is conducting interviews for his research project. He has asked his family members, his DBA classmates, and his subordinates as the interviewees.

Is it proper? Does he need to have Consent Forms from all of the above?

He sends an email to all his subordinates and asks them to give him a time slot for an interview. What do you think? Will you do similarly?

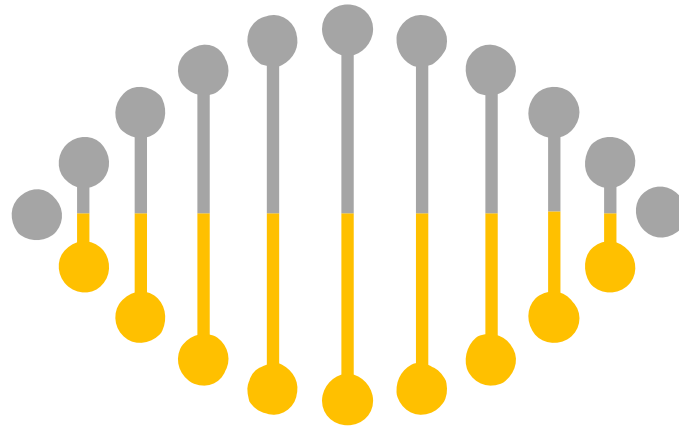
Conducting research with
human participants

Ethical Cases for Discussion (2)

Carol has problems with her supervisor who is a well-known senior scholar with numerous publications in the local community. However, she thinks that he is not responding to her enquiry. She is worrying that if she requests to change supervisor, she will lose out on a valuable resource, and this also may hurt her relationship with him.

What ought Carol do? What should Carol be concerned about? What will you do if you were here?

Mentorship for research
integrity



6. Dos and Don'ts in the Research Trajectory

Dos

Writing and Presenting Research

- **structure** and components of a research paper or thesis, including the introduction, literature review, methodology, results, and conclusion sections
- write **academically**, emphasizing clarity, coherence, and logical flow of ideas
(to be discussed in Day 4)



Research Project Management



-
- project management principles, including planning, scheduling, and monitoring research progress
 - identify and manage potential risks and challenges that may arise during the research process
 - tools and techniques for project management, such as Gantt charts

Advanced Data Analysis



- training on specific statistical software or techniques relevant to the students' research projects, such as SPSS, Nvivo
- exercises and examples to reinforce understanding and application of advanced data analysis methods
- interpreting and reporting the results of advanced data analysis techniques
- vary dependent on YOUR research

Scholarly Writing and Publishing

- ways to select suitable academic journals for **publication** and the importance of considering target audience and journal scope
- manuscript preparation, including formatting, referencing, and following journal-specific submission guidelines
- strategies for responding to reviewer feedback and increasing the chances of publication acceptance
(to be discussed in Day 5)



Research Impact and Dissemination



Is my research making an impact?

- strategies for communicating and disseminating research findings to various stakeholders, such as industry professionals, policymakers, or the general public
- alternative formats for research dissemination, such as writing industry reports, creating infographics, or engaging in media outreach
- consider the potential impact of your research and how it can contribute to knowledge, practice, or policy

Dos for Research and Professional Conduct:

- ✓ A. Obtain proper research ethics approval for your study
- ✓ B. Conduct thorough literature review to build a strong theoretical foundation
- ✓ C. Clearly define research aims, objectives and research questions
- ✓ D. Use appropriate research methods and techniques
- ✓ E. Ensure the validity and reliability of data collection and analysis
- ✓ F. Maintain confidentiality and privacy of research participants
- ✓ G. Give proper credit to the work of others through accurate citations and references
- ✓ H. Seek collaboration and engage in scholarly discussions with peers and experts
- ✓ I. Continuously update your knowledge and skills through professional development
- ✓ J. Contribute to the advancement of knowledge and the betterment of society

A row of white wooden figures, resembling a line of people, with one blue figure standing out in the center. The figures are arranged in a slightly curved line, and the blue figure is positioned in the middle, making it the focal point.

Don'ts for Research and Professional Conduct

- ☛ A. Plagiarize or engage in any form of academic misconduct
- ☛ B. Fabricate or manipulate research data or results
- ☛ C. Misrepresent or exaggerate research findings
- ☛ D. Violate ethical guidelines or regulations in research involving human
- ☛ E. Engage in conflicts of interest that compromise research integrity
- ☛ F. Engage in discriminatory practices or biases in research
- ☛ G. Engage in unethical publication practices
- ☛ H. Neglect the importance of data security and protection
- ☛ I. Disregard the ethical implications and social responsibility
- ☛ J. Ignore professional and ethical standards in your interactions with others

Professional Development and Ethical Responsibility

- A. Stay updated with the latest research ethics guidelines and regulations
- B. Engage in ongoing professional development to enhance research skills and knowledge
- C. Foster a culture of research integrity and ethical conduct within your academic and professional communities
- D. Actively contribute to discussions and initiatives related to research ethics and responsible conduct of research
- E. Seek guidance and support from mentors, supervisors, and professional organizations when facing ethical dilemmas





More Practical Tips

I. **Time Management:**

- A. Create a **schedule** and stick to it to ensure consistent progress
- B. Break down larger tasks into **smaller, manageable chunks**
- C. Prioritize tasks based on deadlines and importance
- D. Avoid procrastination by setting **realistic goals** and **deadlines**
- E. Use productivity tools and techniques to stay organized and focused

More Practical Tips

II. **Networking and Collaboration:**

- A. Attend **conferences**, seminars, and workshops to connect with peers and experts in your field
- B. Join professional **associations** and online communities to expand your network
- C. Seek opportunities for collaboration with other researchers and professionals
- D. Engage in discussions and knowledge-sharing activities to enhance your understanding





More Practical Tips

III. **Effective Communication:**

- A. Develop strong **written** and **oral** communication skills
- B. Clearly **articulate** your research ideas, objectives, and findings
- C. Seek feedback from mentors, colleagues, supervisors and experts to improve your communication
- D. Present your research at conferences and seminars to gain exposure and receive valuable input

More Practical Tips

IV. Research Skills:

- A. Continuously **update** your knowledge of research methodologies and techniques
- B. Develop expertise in **data analysis** and **interpretation**
- C. Stay informed about the latest advancements and **trends** in your field
- D. Seek opportunities to enhance your research skills through workshops and training programs



More Practical Tips

V. **Self-Care and Well-being:**

- A. Prioritize self-care to maintain **physical** and **mental well-being**
- B. Take breaks and engage in activities that help you relax and recharge
- C. **Seek support** from mentors, peers, and support services when needed
- D. Maintain a healthy **work-life balance** to avoid burnout



Always bear in mind

- Do **choose** your supervisor well
- Don't leave the responsibility for your research to others
- Do get support from other students
- Don't waste your first year
- Do summarise your results as you go – **write diary**
- Don't underestimate how long it will take to write up
- Do take every opportunity to practice and learn
- Do get a life **Have fun!**

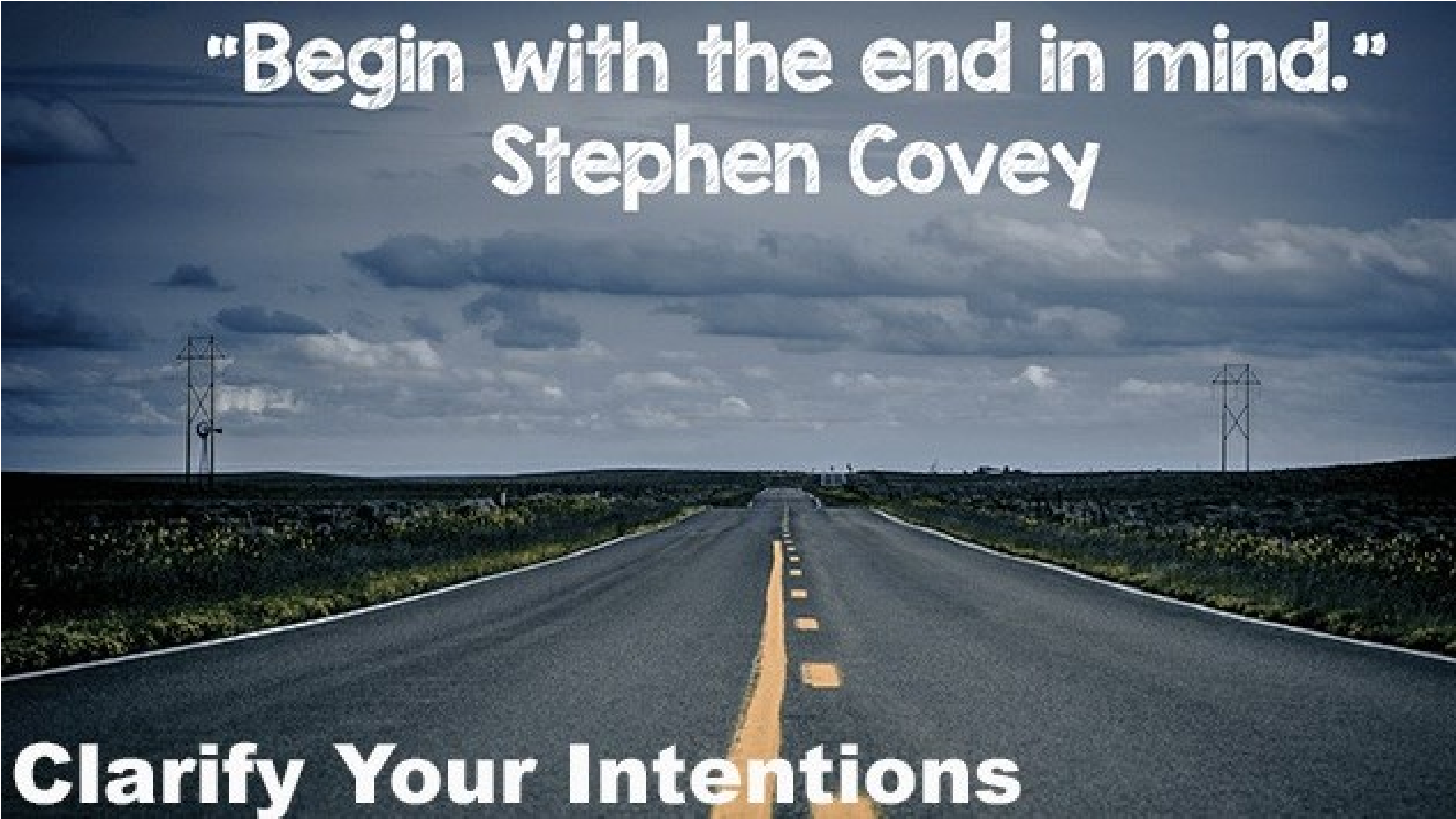




What we have covered today

1. Know each other
2. Overview of this module
3. Differences between PhD and DBA
4. What is expected from a Doctorate Research
5. Research Ethics process
6. Dos and Don'ts in the research trajectory

Final words for today...
What do you want
to achieve?

A photograph of a long, straight asphalt road stretching towards the horizon. The road has a dashed yellow center line and solid white edge lines. The landscape is flat with low-lying vegetation. In the distance, two power line towers are visible on either side of the road. The sky is filled with large, dark, dramatic clouds.

**“Begin with the end in mind.”
Stephen Covey**

Clarify Your Intentions

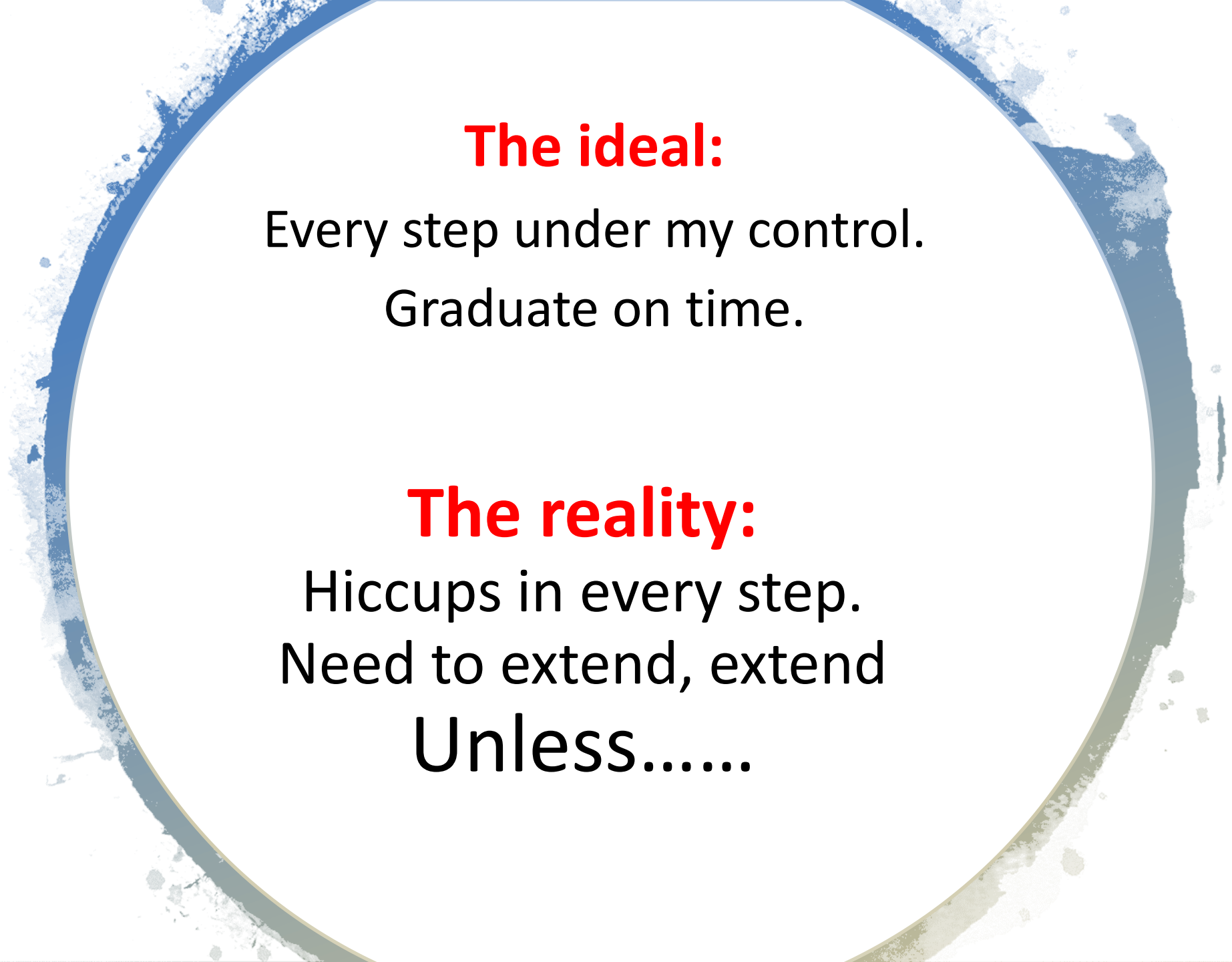
What is your intentions?

Get the degree soonest –
for career advancement
or career change

Keep
work-life
balance

With a more **goal-oriented** and **personalized way of learning** through the supervisory format, individuals will gain incredible growth in terms of career as well as personality. Learning through a guide-led method helps significantly in developing skills and deep knowledge.





The ideal:

Every step under my control.
Graduate on time.

The reality:

Hiccups in every step.
Need to extend, extend
Unless.....

Time

Effort

Knowledge

Skills

Attitude

**Critical
Success
Factors**

