

Contents

Preface	vii
1 Introduction	1
Aims and purposes	
Managerial problem-solving	
The management research process	
Management development and management research	
Approaches to management research	
The book's structure	
2 Starting Management Research	11
Topic selection	
Sources of research topics	
Some characteristics of a good research topic	
Techniques for generating research topics	
Planning the project	
Reviewing the literature	
Suggested further reading	
3 The Role of Theory in Research Methods	23
Theory and practice	
Deduction	
Induction	
Research methods compared	
Suggested further reading	
4 Experimental Research Design	38
The structuring process	
'True' or 'classical' experiments	
The logic of the true experiment	
The process of matching experimental and control groups	
Biases arising during the course of a true experiment	
Alternatives to the true experiment	
Suggested further reading	
5 Quasi-Experiments and Action Research	54
Experiments, quasi-experiments and action research compared	
The development of action research	
Defining action research	
Action research in practice	
Action research and its methodological justification	
Ethical dilemmas in action research	
Suggested further reading	
6 Survey Research Design	75
Approaches to survey research	
Planning survey research	

Analytic surveys	
Descriptive surveys	
The choice of questionnaire format	
Scaling	
Question sequencing and overall presentation	
Fieldwork	
Data analysis and the presentation of findings	
Ethics and survey research	
Suggested further reading	
7 Ethnography: Its Origins and Practice	92
Ethnography and its development	
Ethnography in practice	
Observational studies of managers	
Studies of managers managing	
Studies of shop-floor relations	
Suggested further reading	
8 Issues in Ethnographic Research	108
Field roles in ethnography	
Participant and non participant observation	
Overt and covert observation	
Direct and indirect observation	
The development of theory; theory building from cases	
Ethics and ethnography	
Suggested further reading	
9 Making Methodological Choices: The Philosophical Basis	121
Evaluation criteria	
Application of the criteria to research methods	
Ontology, epistemology and methodology	
Methodological pluralism	
Choices and the problem of justification	
Factors that might influence observation	
The debate between two alternatives: conventionalism versus pragmatism	
Suggested further reading	
10 Conclusion: Resolving the Dilemmas in Choosing a Research Strategy	142
The research process in practice	
Research choices; resolving the dilemmas	
Justifying the research approach: an example	
Suggested further reading	
References	154
Glossary	164
Index	167