Contents

	Contributors Preface	X
	Acknowledgements	xix
	Acknowledgements	xxi
	Part 1: Philosophy and Research	1
1	The Production of Management Knowledge: Philosophical Underpinnings of Research Design	1
	Robert Chia	
	Overview	1
	Philosophy and management research	2
	The metaphysical roots of Western thought	5
	Two basic epistemological strategies: a multiplicity of perspectives	
	A revised <i>becoming</i> ontology: postmodernism and social	6
	construction	1.4
	Conclusion	14 16
	Study questions	17
	Recommended further reading	17
	References	18
2	Ethical Considerations in Management Research: A 'Truth'	
_	Seeker's Guide	20
	Nada Korac-Kakabadse, Andrew Kakabadse and Alexander Kouzmin	
	Overview	20
	Ethical theories contrasted	25
	Understanding causes of ethical dilemmas in research	28
	Code of ethics	33
	A reflexive framework for ethical ways forward	35
	Study questions	39
	Recommended further reading	40
	References	41

	Part 2: Research Processes	45
3	Modelling-as-Theorizing: A Systematic Methodology for Theory Development	45
	David A. Whetten	
	Overview	45
	Assumptions about theory and theory development Conceptualizing theory as explanations that are complete and	46
	systematic	48
	Contributions of theory versus contributions to theory	49 50
	Modelling-as-theorizing The value of models in theory assessment	62
	Conclusion	64
	Study questions	66
	Recommended further reading	67
	References	68
4	Learning to be a Successful Writer	72
	Anne Sigismund Huff	
	Overview	72
	Think before you write	74
	Stand back from work in progress	79
	Conclusion	82
	Study questions Resource and of further reading	82 83
	Recommended further reading References	83
5	Acknowledging the Individual in the Researcher	84
	Kim James and Susan Vinnicombe	
	Overview	84
	Personal interests and perspective	85
	Personal relationship to data	89
	Personal characteristics	92
	Conclusion	96
	Study questions	97 97
	Recommended further reading References	97
	Part 3: Approaches and Techniques	99
6	Qualitative and Quantitative Issues in Research Design	99
	Phyl Johnson and Don Harris	
	Overview	99

	A start point: the research question	100
	Quantitative research design	101
	Issues in quantitative research	102
	Sampling considerations	104
	Analysis of quantitative data	105
	Misconceptions about quantitative research	108
	Qualitative research design	109
	Issues in qualitative research	110
	Qualitative analysis	113
	Conclusion	114
	Study questions	115
	Recommended further reading	115
	References	115
7	Ethnographic Approaches to the Study of Organizations	117
	Val Singh and John Dickson	
	Overview	117
	Origins and development of ethnography	118
	Organizational culture and ethnography	120
	The role of the researcher	121
	Ethnography in practice	124
	Two case studies	131
	Study questions	133
	Recommended further reading	133
	References	134
8	Grounded Theory	136
	David Partington	
	Overview	136
	Origins and development	137
	Getting ready to do grounded theory	138
	Getting started with data coding and analysis	143
	Moving forward	150
	Solidifying the theory	151
	Conveying credibility	153
	Conclusion	154
	Study questions	155
	Recommended further reading	155
	References	156
9	Case Study Research	158
	Alan Harrison	
	Overview	158
	The case study 'point of view'	159
	The position of case-based research	163

viii ne Kekkin

	Rigour in case study research	165
	Carrying out case study research	169
	Conclusion	177
	Study questions	178
	Recommended further reading	178
	References	178
10	Cognitive Mapping	181
	Mark Jenkins	
	Overview	181
	Cognition and management research	181
	Cognitive mapping approaches	184
	Studies that use and apply cognitive maps	185
	Research decisions in applying cognitive maps	190
	Conclusion	195
	Study questions	195
	Recommended further reading	195
	References	196
11	Repertory Grid Technique	199
	Keith Goffin	
	Overview	199
	Theory of personal constructs	202
	Design of a repertory grid interview	203
	Analysing a repertory grid	208
	Limitations of repertory grid testing	218
	Examples from management research	219
	Conclusion	223
	Study questions	223
	Recommended further reading	223
	References	224
12	Laddering: Making Sense of Meaning	226
	Susan Baker	
	Overview	226
	On the subject of meaning	227
	Personal Construct Theory and laddering technique	228
	Cognitive psychology and consumer behaviour	229
	The impact of PCT and laddering on values research	231
	Operationalizing means-end analysis: understanding perfume	
	purchase	234
	Fieldwork stage 1: eliciting constructs	235
	Fieldwork stage 2: laddering and mapping	237
	Observations on laddering technique	248
	Conclusion	250

, , , , , , , , , ix	
-----------------------------	--

	Study questions Recommended further reading References	250 250 250
13	Action Research	254
	Colin Eden and Chris Huxham	
	Overview	254
	Action research characterized	255
	The characteristics of action research outcomes	256
	The characteristics of action research processes	261
	Exposing action research	267
	Conclusion	268
	Study questions	270
	Recommended further reading	270
	References	271
	Index	273