

<i>Preface to the fourth edition</i>	xi
<i>Aims and purposes of the book</i>	xiii
<i>Guided tour</i>	xiv
<i>Companion website</i>	xvi

1. Introduction: The management research process

1.1 Introduction	
Innovation and diversity in management research	3
Making methodological choices	6
The management research process and management development	8
Approaches to management research	13
The rationale and structure of the book	16
Conclusions	18
Further reading	19

2

Topic selection	22
Sources of research topics	22
Some characteristics of a good research topic	23
Techniques for generating research topics	25
Planning the project	27
Reviewing the literature	30
What is a literature review?	30
Undertaking the review	32
Planning the literature search	32
Structuring of a literature review	33
Conclusions	36
Further reading	36

3. Theoretical perspectives on management research

The methodological importance of theory	39
Theory and practice	40
Theories and hypotheses	43
Theory and management control	45
Deduction	46
The use of concepts and hypotheses	47
Operationalization	48
Testing theory	51
Popper's hypothetico-deductive approach	52

Induction	56
Debates and disputes	62
Conclusions	64
Further reading	66
Deductive logic and the structuring of management research	72
Problems in deductive research design	74
‘True’ or ‘classical’ experiments	75
The logic of the true experiment	75
The process of matching experimental and control groups	77
Biases arising during the course of a true experiment	79
The Hawthorne studies	82
The Hawthorne effect	84
Alternatives to the true experiment	87
Quasi-experiments	89
Conclusions	92
Further reading	93
Conceptualizing action research	95
Kurt Lewin and action research	97
The aims of action research	100
The processes of action research	105
Diagnosis	110
Planning and intervening	112
Evaluation	116
Ethical dilemmas in action research	119
Conclusions	120
Further reading	121
Approaches to survey research	123
Planning survey research	124
Analytic surveys	124
Descriptive surveys	126
Sampling	127
Calculating sample size	127
Contacting samples	131
The choice of questionnaire format	140
Questionnaire focus	140
Questionnaire phraseology	141
The form of response	142
Question sequencing and overall presentation	144
Fieldwork	144
Data analysis and the presentation of findings	145

Ethics and survey research	145
Further reading	146
Defining qualitative research	148
Ethnography and its development	151
Defining ethnography	154
Ethnographic methodological commitments	155
1 <i>Verstehen</i>	155
2 Avoid ethnocentrism	155
3 Induction	158
4 Behaviour varies according to the social situation in which it takes place	158
Undertaking ethnographic research: methodological decisions and choices in the field	160
Field roles in ethnography	161
Participant and non-participant observation	161
Overt and covert observation	165
Access	167
Direct and indirect observation	169
Ethics and ethnography	171
The analysis of qualitative data: theory building through induction	171
Methods for inductively developing theory	173
Stage 1	175
Stage 2	175
Stage 3	177
Stage 4	181
Conclusions	182
Further reading	183
The nature of human behaviour	190
Epistemology	191
Factors that might influence observation	196
Implications	199
Ontology – status of social reality	200
Methodological implications: alternatives to positivism and neo-empiricism	202
Postmodernism	202
Critical realism and pragmatism	205
Critical theory: reconfiguring action research and ethnography	207
Conclusions	211
Further reading	212

3	Contents	15
	Positivist evaluation criteria	215
	The application of positivist criteria to evaluating research methodologies	218
	Ideal or laboratory experiments	218
	Quasi-experiments and positivistic forms of action research	219
	Analytical surveys	219
	Ethnography	220
	Multi-methods: the criteriological justification	221
	Methodological pluralism	223
	Mixing methods: case study research	224
	Re-evaluating evaluation criteria	227
	Social constructionist evaluation criteria	231
	Critical theory	232
	Affirmative postmodernism	235
	Conclusions	237
	Further reading	238
	<i>Glossary</i>	240
	<i>References</i>	243
	<i>Index</i>	260