## Contents

### Part I

Introduction to Business Research 1

1. Research in Business 2
   - Why Study Business Research? 4
   - Information and Competitive Advantage 7
     - Goals 7
     - Decision Support 7
     - Business Intelligence 7
     - Strategy 7
     - Tactics 8
   - Hierarchy of Information-Based Decision Makers 9
   - The Research Process: A Preview 11
     - Is Research Always Problem-Solving Based? 12
   - What Is Good Research? 12
   - A Glimpse at Four Research Studies 16
     - ClassicToys 16
     - MedImage 16
     - MoreCoatings 16
     - York College 17
     - What Dilemma Does the Manager Face? 17
   - The Types of Research Studies Represented by the Four Examples 18

#### Summary 20

#### Key Terms 21

#### Discussion Questions 22

#### Cases 22

Appendix 1a How the Research Industry Works 23

2. Ethics in Business Research 30
   - What Are Research Ethics? 32
   - Ethical Treatment of Participants 32
     - Benefits 33
     - Deception 34
     - Informed Consent 34
   - Debriefing Participants 35
   - Rights to Privacy 36
   - Data Collection in Cyberspace 38
   - Ethics and the Sponsor 40
     - Confidentiality 41
     - The Sponsor–Researcher Relationship 41
     - Sponsor’s Ethics 42
   - Researchers and Team Members 43
     - Safety 43
     - Ethical Behavior of Assistants 43
     - Protection of Anonymity 44
   - Professional Standards 44
   - Resources for Ethical Awareness 46

#### Summary 49

#### Key Terms 49

#### Discussion Questions 50

#### Cases 51

### Part II

Thinking Like a Researcher 52

3. The Language of Research 54
   - Concepts 54
   - Constructs 55
   - Definitions 57
   - Variables 58
   - Propositions and Hypotheses 62
   - Theory 65
   - Models 67

Research and the Scientific Method 68
   - Sound Reasoning for Useful Answers 70

#### Summary 75

#### Key Terms 75

#### Discussion Questions 76

#### Cases 77

4. The Research Process: An Overview 78
   - The Research Process 80
   - Stage 1: Clarifying the Research Question 81
   - Stage 2: Proposing Research 84
     - Resource Allocation and Budgets 84
part II
The Design of Business Research 135

6 Research Design: An Overview 136

Classification of Designs 140
Exploratory Studies 143
Qualitative Techniques 143
Secondary Data Analysis 145
Experience Survey 146
Focus Groups 147
Two-Stage Design 148
Descriptive Studies 149
Causal Studies 151

7 Qualitative Research 158

What Is Qualitative Research? 160
Qualitative versus Quantitative Research 160
The Controversy 160
The Distinction 161
The Process of Qualitative Research 164
Qualitative Research Methodologies 167
Sampling 167
Interviews 168
Individual Depth Interviews 172
Group Interviews 175
Combining Qualitative Methodologies 181
Case Study 181
Action Research 182
Merging Qualitative and Quantitative Methodologies 182

5 Clarifying the Research Question through Secondary Data and Exploration 96

A Search Strategy for Exploration 98
Levels of Information 100
Types of Information Sources 102
Evaluating Information Sources 104
Mining Internal Sources 106
Evolution of Data Mining 107
Data-Mining Process 109
The Question Hierarchy: How Ambiguous Questions Become Actionable
Research 112
The Management Question 112
The Research Question 116
Investigative Questions 117
Measurement Questions 122

Appendix 5a Bibliographic Database Searches 125
Appendix 5b Advanced Searches 132
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Observation Studies</td>
<td>186</td>
</tr>
<tr>
<td>The Uses of Observation</td>
<td>188</td>
</tr>
<tr>
<td>Nonbehavioral Observation</td>
<td>189</td>
</tr>
<tr>
<td>Behavioral Observation</td>
<td>191</td>
</tr>
<tr>
<td>Evaluation of the Observation Method</td>
<td>192</td>
</tr>
<tr>
<td>The Observer–Participant Relationship</td>
<td>192</td>
</tr>
<tr>
<td>Directness of Observation</td>
<td>193</td>
</tr>
<tr>
<td>Concealment</td>
<td>194</td>
</tr>
<tr>
<td>Participation</td>
<td>194</td>
</tr>
<tr>
<td>Conducting an Observation Study</td>
<td>195</td>
</tr>
<tr>
<td>The Type of Study</td>
<td>195</td>
</tr>
<tr>
<td>Content Specification</td>
<td>196</td>
</tr>
<tr>
<td>Observer Training</td>
<td>197</td>
</tr>
<tr>
<td>Data Collection</td>
<td>197</td>
</tr>
<tr>
<td>Unobtrusive Measures</td>
<td>200</td>
</tr>
<tr>
<td>summary</td>
<td>203</td>
</tr>
<tr>
<td>key terms</td>
<td>204</td>
</tr>
<tr>
<td>discussion questions</td>
<td>204</td>
</tr>
<tr>
<td>cases</td>
<td>205</td>
</tr>
<tr>
<td>Experiments</td>
<td>206</td>
</tr>
<tr>
<td>What Is Experimentation?</td>
<td>208</td>
</tr>
<tr>
<td>An Evaluation of Experiments</td>
<td>209</td>
</tr>
<tr>
<td>Advantages</td>
<td>209</td>
</tr>
<tr>
<td>Disadvantages</td>
<td>209</td>
</tr>
<tr>
<td>Conducting an Experiment</td>
<td>210</td>
</tr>
<tr>
<td>Selecting Relevant Variables</td>
<td>211</td>
</tr>
<tr>
<td>Specifying Treatment Levels</td>
<td>211</td>
</tr>
<tr>
<td>Controlling the Experimental Environment</td>
<td>213</td>
</tr>
<tr>
<td>Choosing the Experimental Design</td>
<td>213</td>
</tr>
<tr>
<td>Selecting and Assigning Participants</td>
<td>215</td>
</tr>
<tr>
<td>Pilot Testing, Revising, and Testing</td>
<td>215</td>
</tr>
<tr>
<td>Analyzing the Data</td>
<td>215</td>
</tr>
<tr>
<td>Validity in Experimentation</td>
<td>217</td>
</tr>
<tr>
<td>Internal Validity</td>
<td>217</td>
</tr>
<tr>
<td>External Validity</td>
<td>219</td>
</tr>
<tr>
<td>Experimental Research Designs</td>
<td>220</td>
</tr>
<tr>
<td>Preexperimental Designs</td>
<td>220</td>
</tr>
<tr>
<td>True Experimental Designs</td>
<td>222</td>
</tr>
<tr>
<td>Field Experiments: Quasi- or Semi-Experiments</td>
<td>225</td>
</tr>
<tr>
<td>summary</td>
<td>226</td>
</tr>
<tr>
<td>key terms</td>
<td>227</td>
</tr>
<tr>
<td>discussion questions</td>
<td>227</td>
</tr>
<tr>
<td>cases</td>
<td>228</td>
</tr>
<tr>
<td>Appendix 9a Complex Experimental Designs</td>
<td>229</td>
</tr>
<tr>
<td>Appendix 9b Test Markets</td>
<td>232</td>
</tr>
<tr>
<td>Surveys</td>
<td>238</td>
</tr>
<tr>
<td>Characteristics of the Communication Approach</td>
<td>240</td>
</tr>
<tr>
<td>Error in Communication Research</td>
<td>243</td>
</tr>
<tr>
<td>Choosing a Communication Method</td>
<td>248</td>
</tr>
<tr>
<td>Self-Administered Surveys</td>
<td>250</td>
</tr>
<tr>
<td>Evaluation of the Self-Administered Survey</td>
<td>250</td>
</tr>
<tr>
<td>Maximizing Participation in the Self-Administered Survey</td>
<td>253</td>
</tr>
<tr>
<td>Self-Administered Survey Trends</td>
<td>254</td>
</tr>
<tr>
<td>Survey via Telephone Interview</td>
<td>255</td>
</tr>
<tr>
<td>Evaluation of the Telephone Interview</td>
<td>256</td>
</tr>
<tr>
<td>Telephone Survey Trends</td>
<td>260</td>
</tr>
<tr>
<td>Survey via Personal Interview</td>
<td>261</td>
</tr>
<tr>
<td>Evaluation of the Personal Interview Survey</td>
<td>261</td>
</tr>
<tr>
<td>Selecting an Optimal Survey Method</td>
<td>263</td>
</tr>
<tr>
<td>Outsourcing Survey Services</td>
<td>263</td>
</tr>
<tr>
<td>summary</td>
<td>264</td>
</tr>
<tr>
<td>key terms</td>
<td>265</td>
</tr>
<tr>
<td>discussion questions</td>
<td>265</td>
</tr>
<tr>
<td>cases</td>
<td>266</td>
</tr>
<tr>
<td>part III</td>
<td></td>
</tr>
<tr>
<td>The Sources and Collection of Data</td>
<td>267</td>
</tr>
<tr>
<td>Measurement</td>
<td>268</td>
</tr>
<tr>
<td>The Nature of Measurement</td>
<td>270</td>
</tr>
<tr>
<td>What Is Measured?</td>
<td>272</td>
</tr>
<tr>
<td>Measurement Scales</td>
<td>273</td>
</tr>
<tr>
<td>Nominal Scales</td>
<td>274</td>
</tr>
<tr>
<td>Ordinal Scales</td>
<td>276</td>
</tr>
<tr>
<td>Interval Scales</td>
<td>276</td>
</tr>
<tr>
<td>Ratio Scales</td>
<td>277</td>
</tr>
</tbody>
</table>
16 Exploring, Displaying, and Examining Data 428
Exploratory Data Analysis 430
Frequency Tables, Bar Charts, and Pie Charts 431
Histograms 433
Stem-and-Leaf Displays 439
Pareto Diagrams 440
Boxplots 440
Mapping 442
Cross-Tabulation 444
The Use of Percentages 445
Other Table-Based Analysis 447
>summary 449
>key terms 449
>discussion questions 450
>cases 451

17 Hypothesis Testing 452
Introduction 454
Statistical Significance 454
The Logic of Hypothesis Testing 456
Tests of Significance 464
Types of Tests 464
How to Select a Test 466
Selecting Tests Using the Choice Criteria 467
One-Sample Tests 468
Two-Independent-Samples Tests 471
Two-Related-Samples Tests 474
k-Independent-Samples Tests 477
k-Related-Samples Tests 484
>summary 487
>key terms 487
>discussion questions 488
>cases 489

18 Measures of Association 490
Introduction 492
Bivariate Correlation Analysis 493
Pearson’s Product Moment Coefficient r 493
Scatterplots for Exploring Relationships 494
The Assumptions of r 496
Computation and Testing of r 497
19 Multivariate Analysis: An Overview 526

Introduction 528
Selecting a Multivariate Technique 528
Dependency Techniques 530
    Multiple Regression 530
    Discriminant Analysis 534
    MANOVA 535
    Structural Equation Modeling 539
    Conjoint Analysis 541
Interdependency Techniques 545
    Factor Analysis 545
    Cluster Analysis 550
    Multidimensional Scaling 553

>summary 556
>key terms 557
>discussion questions 558
>cases 559

20 Presenting Insights and Findings: Written Reports 560

Introduction 562
The Written Research Report 562
    Short Reports 562
    Long Reports 563
Research Report Components 565
    Prefatory Items 566
    Introduction 567
    Methodology 568
    Findings 569

Conclusions 570
Appendices 570
Bibliography 570
Writing the Report 570
    Prewriting Concerns 570
    Writing the Draft 572
    Presentation Considerations 575
Presentation of Statistics 575
    Text Presentation 575
    Semitabular Presentation 586
    Tabular Presentation 587
    Graphics 587

>summary 594
>key terms 594
>discussion questions 594
>cases 595

21 Presenting Insights and Findings: Oral Presentations 596

Introduction 598
Aristotle’s Three Principles of Persuasive Communication 599
    Ethos 600
    Pathos 600
    Logos 600
Plan 601
    Audience Analysis 602
    Types of Learners 603
    Keep Your Audience from Checking Out 604
Planning and the Web-Delivered Presentation 605
Organize 605
    Traditional Patterns of Organization 606
    The Motivated Sequence Organization 607
    The Narrative Organization 607
    The Rule of Three and the Three-Point Speech 609
Support 609
    Conveying Personal Experience through Stories 611
    Demonstrations 611
Visualize 612
    Psychological and Physical Foundations 613
    Design Principles 615
    Prescriptions for Better Slides 619
Deliver 619
   Modes of Delivery 619
Scripts and Notes 620
Details Make a Difference 621
Practice and Arrange 623
   Rehearsal Is Essential 623
   Controlling Performance Anxiety 624
   Arrangements for Facilities and Equipment 626
>summary 628
>key terms 630
>discussion questions 630
>cases 631

>case index 633

>appendices 643

a Business Research Requests and Proposals (with Sample RFP) 644
   Proposing Research 644
   The Request for Proposal (RFP) 644
      Creating the RFP 644
   The Research Proposal 648
Sponsor Uses 650
Researcher Benefits 651
Types of Research Proposals 651
   Internal Proposals 653
   External Proposals 653
Structuring the Research Proposal 653
   Executive Summary 653
   Problem Statement 654
   Research Objectives 654
   Literature Review 654
   Importance/Benefits of the Study 655
   Research Design 655
   Data Analysis 655
   Nature and Form of Results 655
   Qualifications of Researchers 656
   Budget 656
Schedule 657
Facilities and Special Resources 658
Project Management 658
Bibliography 659
Appendices 659
Evaluating the Research Proposal 659
Covering Kids RFP 664
   Background 664
   Contractual Needs 665
   Evaluation Task 665
   Anticipated Time Schedule 666
   Proposal Instructions 666
   Review Criteria 667

b Focus Group Discussion Guide 668
   Background 668

c Nonparametric Significance Tests 670
   One-Sample Test 670
      Kolmogorov-Smirnov Test 670
   Two-Samples Tests 671
      Sign Test 671
      Wilcoxon Matched-Pairs Test 671
      Kolmogorov-Smirnov Two-Samples Test 672
      Mann-Whitney U Test 673
      Other Nonparametric Tests 675
      k-Samples Tests 675
      Kruskal-Wallis Test 675

d Selected Statistical Tables 677

References and Readings 688
Glossary 714
Photo Credits 732
Indexes
   Name 733
   Company 737
   Subject 742