

JOHN GILL & PHIL JOHNSON



RESEARCH METHODS FOR MANAGERS

Third Edition

Contents

Preface to the Third Edition	ix
Aims and Purposes of the Book	xiii
1 Introduction	1
<i>Managerial Problem-Solving</i>	1
<i>The Management Research Process</i>	3
<i>Management Development and Management Research</i>	5
<i>Approaches to Management Research</i>	8
<i>The Book's Structure</i>	11
2 Starting Management Research	13
<i>Topic Selection</i>	14
<i>Sources of Research Topics</i>	14
<i>Some Characteristics of a Good Research Topic</i>	15
<i>Techniques for Generating Research Topics</i>	19
<i>Planning the Project</i>	21
<i>Reviewing the Literature</i>	24
<i>Suggested Further Reading</i>	26
3 The Role of Theory in Research Methods	28
<i>Theory and Practice</i>	28
<i>Deduction</i>	34
<i>Induction</i>	40
<i>Research Methods Compared</i>	43
<i>Suggested Further Reading</i>	45
4 Experimental Research Design	47
<i>The Structuring Process</i>	47
<i>'True' or 'Classical' Experiments</i>	50
<i>The Logic of the True Experiment</i>	51
<i>The Process of Matching Experimental and Control Group</i>	52
<i>Biases Arising During the Course of a True Experiment</i>	54
<i>Alternatives to the True Experiment</i>	63
<i>Suggested Further Reading</i>	64

5	Quasi-Experiments and Action Research	65
	<i>Approximating the Logic of the 'True' Experiment</i>	65
	<i>The Development of Action Research</i>	72
	<i>Defining Action Research</i>	75
	<i>Action Research in Practice</i>	78
	<i>Action Research and its Methodological Variation</i>	86
	<i>The Difficulty of Evaluating Action Research</i>	90
	<i>Ethical Dilemmas in Action Research</i>	93
	<i>Suggested Further Reading</i>	94
 6	 Survey Research Design	 96
	<i>Approaches to Survey Research</i>	96
	<i>Planning Survey Research</i>	97
	<i>Analytic Surveys</i>	98
	<i>Descriptive Surveys</i>	98
	<i>Sampling</i>	101
	<i>Contacting Samples</i>	103
	<i>E-mail Administered Surveys</i>	104
	<i>The Choice of Questionnaire Format</i>	114
	<i>Scaling</i>	116
	<i>Question Sequencing and Overall Presentation</i>	119
	<i>Fieldwork</i>	120
	<i>Data Analysis and the Presentation of Findings</i>	120
	<i>Ethics and Survey Research</i>	120
	<i>Suggested Further Reading</i>	122
 7	 Ethnography: Its Origins and Practice	 123
	<i>Ethnography and its Development</i>	123
	<i>Ethnography in Practice</i>	125
	<i>Observational Studies of Managers</i>	126
	<i>Studies of Shop-Floor relations</i>	139
	<i>Suggested Further Reading</i>	143
 8	 Issues in Ethnographic Research	 143
	<i>Field Roles in Ethnography</i>	144
	<i>Participant and Non-Participant Observation</i>	144
	<i>Overt and Covert Observation</i>	146
	<i>Direct and Indirect Observation</i>	150
	<i>The Development of Theory: Theory Building from Cases</i>	152
	<i>Ethics and Ethnography</i>	159
	<i>Suggested Further Reading</i>	160

9	Making Methodological Choices: The Philosophical Basis	162
	<i>Evaluation Criteria</i>	162
	<i>Application of the Criteria to Research Methods</i>	163
	<i>Ontology, Epistemology and Methodology</i>	167
	<i>Methodological Pluralism</i>	168
	<i>Choices and the Problem of Justification</i>	174
	<i>Factors that Might Influence Observation</i>	177
	<i>Alternatives to Positivist Epistemology</i>	180
	<i>Critical Theory, Pragmatism and Action Research</i>	186
	<i>Re-Evaluating Evaluation Criteria</i>	189
	<i>Suggested Further Reading</i>	189
10	Conclusion: Resolving the Dilemmas in Choosing a Research Strategy	192
	<i>The Research Process in Practice</i>	192
	<i>Research Choices: Resolving the Dilemmas</i>	196
	<i>Justifying the Research Approach: An Example</i>	198
	<i>Mutimethods, Linking Methods and Triangulation</i>	200
	<i>Management and Research: A Conclusion</i>	203
	<i>Suggested Further Reading</i>	203
	<i>References</i>	205
	<i>Glossary</i>	225
	<i>Index</i>	231