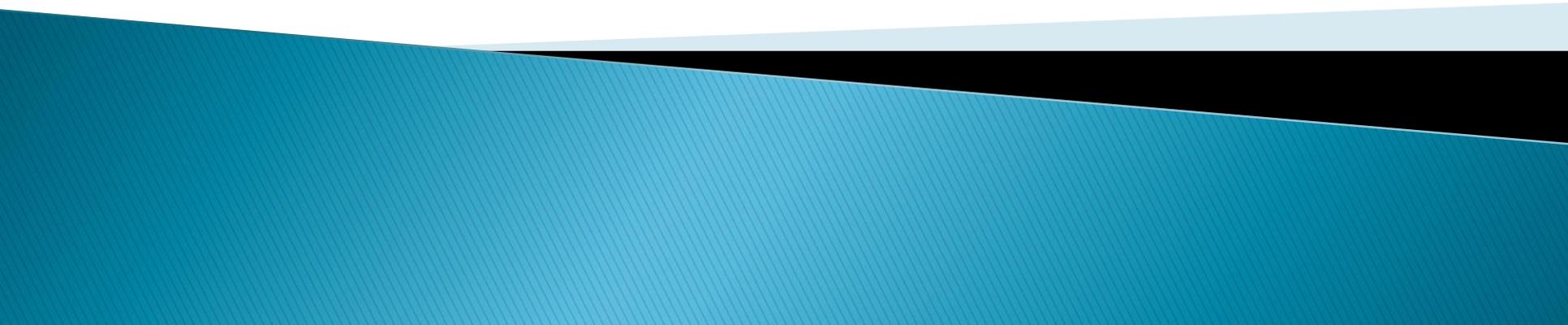


Unit 16: Research for Strategic Managers

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Learning Objectives

- ▶ At the end of this session, Learners should:
 2. Conduct a research on how to conduct a literature review:–
 - 2.2 undertake a Critical review of the key literature for inclusion in a research proposal.

What does it mean to Review

- ▶ Survey information, methods, outcomes, conclusions, after the event, deciding what was effective or not
- ▶ Having tried out and researched chairs it is possible to categorise and label the many different types of chair. There were pros and cons to each design and material sampled but it would appear four legged chairs are the most reliable. Back rests vary considerably but those that form an S shape did suit the back shape the best. There is a chair out there to suit every individual, diddy chairs, huge chairs, funky chairs, traditional chairs made from a multitude of different materials. The majority of chairs seemed to combine materials and all were aesthetically pleasing to the user.
- ▶ Ultimately the chair you choose has to be suitable for the space in which it will be placed, it must be fit for purpose and it must be safe to use. Selecting a chair is a matter for personal choice and personal finances. The cost of a chair varies greatly, a bespoke piece of furniture made from a precious or less common material can be highly expensive. Mass manufactured, flat packed chairs or those made from cheaper materials may suit the poorer wallet.
- ▶ OCR Cambridge Technicals Command Verb www.cambridgetechnical.org.uk

Literature Review

- ▶ Any research, inductive or deductive, which you undertake for academic purposes, will require a review of relevant literature, and that will be a “critical” review, not just a description of what others have said (Greener & Martelli 2015).
 - ▶ A literature review is an objective, thorough summary and critical analysis of the relevant available research and non-research literature on the topic being studied (Hart, 1998).
 - ▶ Your goal should be to indicate where your report fits in the context of the general body of scientific knowledge and bring readers up-to-date on the previous research in the area pointing to the general agreements and disagreements among the previous research (Babbie, 2004)
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Literature Review

- ▶ Your review of the literature should lay the ground work for your own study. Why is your research valuable in the larger scheme of things?
 - ▶ In some cases you may wish to challenge accepted ideas. Carefully look at the studies that lead to the acceptance of those ideas and indicate the flaws or factors that were not considered in the previous studies (Babbie, 2004 pg. 488).
 - ▶ If you are concerned with the disagreement among previous research, summarise the research supporting one view then summarise the other views and suggest reasons for the disagreements (Babbie, 2004).
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How up to date is your references

- ▶ While it is important that you use seminal works which sometimes may go back a long way, it is important for you to use up to date references to show you understand current trends. This is particularly important if your study is related to relatively modern issues.
 - ▶ Note that academic journals usually invite contributors to critique or respond to new articles so it would be important to read through those.
 - ▶ As a general rule, look for academic references with the last three years for preference, going back further if you cannot find enough useful material. If you are using professional journal or media information, then aim to use very current material, within the last two years if possible. Out of date news items are rarely useful in academic work, unless you are doing a historical analysis (Greener and Martelli, 2015).
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Literature Review

- ▶ Your review serves a bibliography function for readers indexing the previous studies done on the topic. Avoid using ever source and ensure that your review of the literature focus on only those studies that are directly relevant to the present one.
- ▶ Avoid plagiarism. Whenever you're reporting on the work of others, you must be clear about who said what:
 - You cannot use another person's exact words without quotation
 - It is unacceptable to edit/paraphrase others word and present it as your own
 - It is unacceptable to present others ideas as your own.

What does it means to be Critical?

Descriptive Writing	Critical analytical writing
State what happened	Identifies the significance
States what something is like	Evaluates the strengths and weaknesses
Gives the story so far	Weighs one piece or information against another
States the order in which things happen	Makes reasoned judgements
Says how to do something	Argues a case according to the evidence
Explains what a theory says	Shows why something is relevant or suitable
Explains how something works	Indicates why something will work (best)
Notes the methods used	Identifies whether something is appropriate or suitable
Says when something occurred	Identifies why the timing is of importance
States the different components	Weighs the importance of component parts
States options	Give reasons for selecting each options
List details	Evaluates the relatives significance of details
List in any order	Structures information in order of importance
States links between items	Shows the relevance of links between pieces of information
Gives information	Draws conclusions

Source: (Browne and Keeley, 2011)

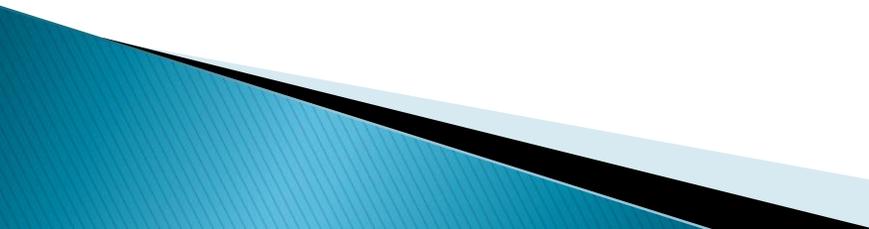
Bourner (2003) questions to ask when thinking critically

1. What explicit assumptions are being made? Can they be challenged?
2. What implicit/taken-for-granted assumptions are being made? Can they be challenged?
3. How logical is the reasoning?
4. How sound is the evidence for the assertion(s)?
5. Whose interests and what interests are served by the assertions?
6. What values underpin the reasoning?
7. What are the implications of the conclusions?
8. What meaning is conveyed by the terminology employed and the language used?
9. What alternative conclusions can be drawn from the evidence?
10. What is being privileged and what is off-the-agenda in this discourse?
11. What is the context of this discourse? From what different perspectives can the discourse be viewed?
12. How generalisable are the conclusions?

Critiquing a Published Article

- ▶ Greener and Martelli (2015) discuss Mingers' idea of four aspects of critique (rhetoric, tradition, authority and objectivity).
- ▶ First you must produce a synopsis of what you read. Ask the following 5 questions and respond to them:
 1. Why am I reading this?
 2. What are the authors trying to do in writing this?
 3. What are the authors saying that's relevant to what I want to find out?
 4. How convincing is what the authors are saying?
 5. In conclusion, what use can I make of this?

Preparing a Critical Summary of a single document

- ▶ Based on your answers, you can write a critical summary using the following structure:
 - ▶ Title
 - ▶ Introduction
 - ▶ Reporting content – use questions 2 and 3 to write this
 - ▶ Evaluate the content – use Question 4 to write this
 - ▶ Draw your conclusion – use question 5 to write this.
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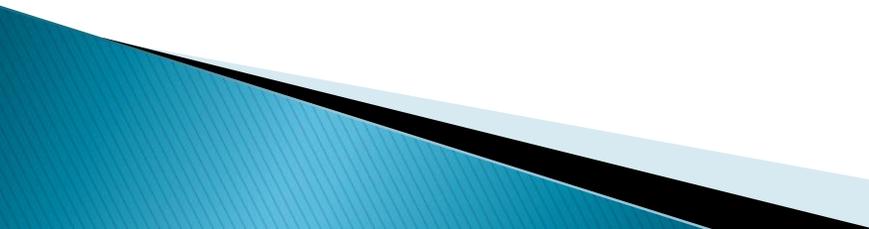
Preparing a Comparative Critical Summary

- ▶ Now that you have done your critical summary of each document, you can prepare a comparative critical summary using the following structure:
 - ▶ Title
 - ▶ Introducing the text – use answers to question 1 for all texts
 - ▶ Reporting content – use questions 2 and 3 for all text to show this. You can synthesize the answer rather than dealing with each one in turn.
 - ▶ Evaluate the content – use Question 4 to answer this
 - ▶ Draw your conclusion – use answer to question 5 to compare how useful each of the texts is in relation to your research question.
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How to read Academic Literature

- ▶ It is always important to take notes or highlight critical areas during your reading. If you do not intend to go back through the highlights, make sure you take your notes.
- ▶ First notes should be your bibliographic details. Always remember volume and issue number of journals, access date for online articles, editors if reading a contributed chapter in a book.
- ▶ We need to note responses to what you are reading example surprise, disbelief, admiration, links to other things you have read, questions you have. Doing this ensure that you start responding critically rather than jus a record of description.

Writing your Review

- ▶ Summarise and synthesize ideas from the literature, listing references together (string citation) where they all take a particular perspective, discussing them separately only when the difference between them is important to the article of research study. This allows the reader to see themes in the literature.
 - ▶ You can then summarise what you have learned from the literature indicating what gaps your primary research needs to fill, or what hypotheses you need could test from the literature.
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Writing your review

- ▶ At this level, you need to ensure that you include an analysis of more than just your likes and dislikes about a piece of writing. Your opinion is important.
 - ▶ Your opinion however must be based on evidence and logical reasoning, and is expressed fairly and objectively. Your expressions should be balanced, weighed up and referenced where possible, both sides of an argument.
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Using Harvard referencing system

- ▶ For all research of academic and professional standards, consistent referencing of all sources of information is critical. At this stage of your studies, note that you will be penalized if the referencing style is not correct.
- ▶ Harvard style is required for this university however, other styles do exist (Chicago Manual, APA, and MLA style).
- ▶ The main point about Harvard style is that it does not use footnotes, which can interrupt the flow of the text, and its bibliography is ordered alphabetically by author surname. Most in-text includes simply the author surname(s) and year of publication, plus page number if a direct quotation is given
- ▶ www.zotero.org provides a free stand alone online system for collecting, organizing and maintaining your references and citations.
- ▶ Guide:
<http://guides.is.uwa.edu.au/c.php?g=324809&p=2178053>

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