

# 21648 - MANAGEMENT RESEARCH SKILLS

---

## LECTURE 1:

### Introduction: Why do research ?

#### What is Research ?

- *Research* is a careful and detailed *study* into a specific problem, concern, or issue using the scientific method
- Creative work
- Systematic basis
  - Increase knowledge stock
  - Establish or confirm facts
    - Reaffirm results previous work
    - Solve new or existing problems
    - Support or develop theories
- Primary purpose
  - Documentation
  - Discovery
  - Interpretation
  - Development of methods and systems
    - advancement of knowledge
- Approaches
  - Depend on epistemologies

#### ➤ Definition

- “The aim, as far as I can see, is the same in all sciences. Put simply and cursorily, the aim is to make known something previously unknown to human beings. It is to advance human knowledge, to make it more certain or better fitting ... The aim is ... discovery”. - Norbert Elias

#### ➤ Scientific Research

- Research conducted within the rules of science
- Based on:
  - Logic
  - Systematic examination of evidence
- Ideally can be replicated
- Knowledge is cumulative

#### ➤ Social Science Research

- Deals with people (individually and in informal and formal groups)
- Uses methods and traditions of social science
- People are less predictable than non-human phenomena
- The social world is constantly changing
- People can be aware of research being conducted on them

#### Why Study Research ?

- Research is a management tool in:
  - policy-making
  - planning
  - managing
  - evaluating
- Understanding research reports, etc. which you read
- Conducting academic research projects

#### ➤ What are management research skills ?

- Critical thinking
- Problem solving
- Ethical decision making
- Project management
- Reviewing the existing literature
- Asking the ‘right’ questions
- Determining appropriate research methods
- Managing data

- Analysing and interpreting data
- Ethical and accurate reporting

#### Who does research and what do they produce ?

<b>Managers</b>	To inform practice, monitor performance, aid decision-making
<b>Consultants</b>	Under contract to govt and industry
<b>Government and Commercial Organisations</b>	To inform/evaluate 'evidence-based policy'
<b>Academics</b>	Part of the job description. Knowledge for its own sake = some engagement with industry/professions
<b>Students</b>	Coursework projects + Theses

- Managers Conduct research on:
  - Current customers
  - Potential customers/community – market research
  - Environmental appraisal
  - Organisational performance
    - Sales
    - Efficiency
    - Staff performance/motivation
  - Competitors
  - Products/services
    - Existing
    - New
- Who pays ?
  - Industry – public, commercial or non-profit
  - Government-funded research councils
  - Private trusts
  - University funded
  - Unfunded
- Research Outputs
  - Academic journal articles
  - Professional journal articles
  - Conference presentations/papers
  - Books
  - Policy/planning/management reports
    - Position statements
    - Market profiles
    - Market research
    - Market segmentation/lifestyle studies
    - Feasibility studies
    - Event evaluation studies
    - Tourism strategies/marketing plans
    - Forecasting studies

### LECTURE 2:

#### Approaches to research

##### Three Types of Research

<b>Descriptive</b>	<ul style="list-style-type: none"> <li>• finding out, describing what is</li> </ul>	<ul style="list-style-type: none"> <li>• Because the social world is constantly changing, descriptive research is continuously needed</li> <li>• Descriptive research needed for: <ul style="list-style-type: none"> <li>○ market profiles</li> <li>○ needs assessment, etc.</li> </ul> </li> </ul>
--------------------	---	---

<b>Explanatory</b>	<ul style="list-style-type: none"> <li>explaining how or why things are as they are (and using this to predict)</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Evaluative</b>	<ul style="list-style-type: none"> <li>evaluation of policies and programmes</li> </ul>	<ul style="list-style-type: none"> <li>To what extent has a programme/event/policy achieved its aims?</li> </ul>

### Defining The Research Question

- Descriptive** – WHAT
- Evaluative** – TO WHAT EXTENT / HOW
- Explanatory** – WHY / HOW / WHAT FACTORS

	<b>Descriptive</b>	<b>Evaluative</b>	<b>Explanatory</b>
<b>Sociology</b>	What proportions of the population participate in specified event/tourism/sports activities?	To what extent have policies designed to boost women's participation in sport been successful?	What has caused the growth in music festivals over the last 25 years?
<b>Economics</b>	What proportion of the labour force works in the tourism industry?	What are the costs and benefits of hosting the Olympic Games?	What is the relationship between level of income and expenditure on sport?
<b>Geographic – Environmental</b>	What impacts does a particular ski resort have on the environment?	How effective is the local council in meeting the sport demands of all neighbourhoods in its area?	What is the relative importance of distance and travel time in affecting attendance at a particular event?
<b>Psychology or social psychology</b>	What is the level of stress among teenagers regarding body image?	How effective has a marketing policy been in boosting international visitor arrivals?	To what extent is Maslow's hierarchy of need relevant to tourism? Does engaging in sport activity relieve stress? If so, how lasting is this?
<b>History and Anthropology</b>	What is the history of the Olympic Games? How has the role of sport in shaping national identity changed since 1900?	What is the history of the Olympic Games? How has the role of sport in shaping national identity changed since 1900?	What caused the growth of music festivals over the last 25 years?
<b>Political Science</b>	What proportion of publicly-owned event facilities are managed by commercial contract?	How effective have joint public-private partnerships been in event development?	How effective have joint public-private partnerships been in event development?

### Approaches, Dimensions, Issues and Terminology

<b>Pairs / Groups of Terms</b>	<b>Definition</b>	<b>Associated Terms</b>
<b>Positivist</b>	Hypotheses are tested using objectively collected factual data which, if successful, produces scientific laws	Scientific method logical empiricist functionalist objectivist

<b>Interpretive</b>	People provide their own accounts or explanation of situation/ behaviour	Phenomenology, phenomenography symbolic interaction intersubjectivity ethnography subjectivist
<b>Ontology</b>	Way of looking at the world What types of things actually exist?	Paradigm, philosophy
<b>Epistemology</b>	Relationship between researcher and the subject of research What are the rules for discovering what exists?	
<b>Methodology</b>	Ways of gathering and analysing data	Techniques
<b>Qualitative Approach</b>	Research in which words (and possibly images, sounds) are the medium	Words, images, experiences and observations that are not quantified
<b>Quantitative Approach</b>	Research in which numbers are the main medium	Numerical data as well as concepts we code with numbers
<b>Mixed Approach</b>	Uses both qualitative and quantitative data	