CHAPTER 1

INTRODUCTION TO RESEARCH

TOPICS DISCUSSED

- **What is Research**
- **Business Research**
- **Applied and Basic Research**
- **Managers and Research**
- **Managers and Consultant**
- **Internal Versus External Researchers \Consultants**
- **Knowledge About Research and Managerial Effectiveness**
- **Ethics and Business Research**

What is Research?

- Research is the process of finding solutions to a problem after a thorough study and analysis of the situational factors.

What is Research?

- Managers in organizations constantly engage themselves in studying and analyzing issues and hence are involved in some form of research activity as they make decisions at the workplace.

What is Research?

- Sometimes managers make good decisions and the problem gets solved.
- Sometimes managers make poor decisions and the problem persists.
- The difference between making good decisions and poor decisions, lies in how managers go about the decision-making process.

What is Research?

- Good decision making fetches a "yes" answer to the following questions:

1. Do managers identify where exactly the problem lies?
2. Do they correctly recognize the relevant factors in the situation needing investigation?
3. Do they know what types of information are to be gathered and how?

What is Research?

4. Do they know how to make use of the information so collected and draw appropriate conclusions to make the right decisions.
5. Do they know how to implement the results of this process to solve the problem?

What is Research?

- This is the essence of research and to be successful manager it is important for you to know how to go about making the right decisions by being knowledgeable about the various steps involved in finding solutions to problematic issues.
- This is what our text book is all about.

The Excitement of Research

- Modern technology has made research an exciting and a relatively smooth process.
- Personal computer with any means to an Internet connection places one within easy reach of knowledge of what is happening in the global markets and how the world economy is impacting on business.

The Excitement of Research

- Decision making is merely a process of choosing from among *alternative solutions* to resolve a problem and **research** helps to generate viable alternatives for effective decision making.

Business Research

- Business research can be described as a systematic and organized effort to investigate a specific problem encountered in the work setting, that needs a solution.
- Business research comprises a **series of steps** designed and executed, with the goal of finding answers to the issues that are of concern to the manager in the work environment.

Business Research

- Steps of business research:

✓ To know where the problem areas exist in the organization.

✓ To identify as clearly and specifically as possible the problems that need to be studied and resolved.

✓ Gather information, analyze the data, and determine the factors that are associated with the problem and solve it by taking the necessary corrective measures.

Research and the Manager

- The managers encounter big and small problems on a daily basis, which they have to solve by making the right decisions.
- In business, research is usually conducted to resolve problematic issues in the areas of accounting, finance, management, and marketing.

Research and the Manager

- Problems in Accounting:
  - Budget control systems
  - Inventory costing methods
  - Depreciation
  - Time-series behavior of quarterly earnings
  - Transfer pricing
  - Taxation methods

Research and the Manager

- Problems in Finance:
  - The operations of financial institutions
  - Optimum financial ratios
  - Mergers and acquisitions
  - Leveraged buyouts
  - Intercorporate financing
  - Yields on mortgages
  - The behavior of the stock exchange

Research and the Manager

- Problems in Management:
  - Employee attitudes and behaviors
  - Human resources management
  - The impact of changing demographics on management practices
  - Production operations management
  - Strategy formulation
  - Information systems

Research and the Manager

- Problems in Marketing:
  - Product image
  - Advertising
  - Sales promotion
  - Product distribution
  - Product packaging
  - Product pricing
  - After-sales service
  - Consumer preferences
  - New product development

Types of Business Research

- Research can be undertaken for two different purposes:

1. To solve a current problem faced by the manager in the work setting. Such research is called applied research.
2. To generate a body of knowledge about how to solve problems that could be occurred in organizations. This is called basic research or fundamental research. It is also known as **pure research**.

Examples of **Applied** Research

- Apple's iPod sales increased by 200% from 2001 to 2008. but the sales **decreased** by 6% in 2009. What is the reason for this decrease?
- The question is: what will apple do about this problem?

Examples of Applied Research

- Xerox is insular and isn't ready for the increasingly competitive, high-tech world. Xerox still relies on old-fashioned and slow-selling analog copiers for more than half its revenue and despite its double-digit growth in digital products and services, its sales rose just 4%.

Examples of Applied Research

- In the Xerox situation, it needs to look into the efficacy of the analog technology used in copiers and examine what should be done to increase efficiency and promote its sales.

Examples of **Basic** Research

- University professors engage in basic research in an effort to understand and generate more knowledge about various aspects of businesses, such as:
- How to improve the effectiveness of information systems.
- How to integrate technology into the overall strategic objectives of an organization.
- How to increase the productivity of the employees.
- How to increase the effectiveness of small businesses.

Examples of **Basic** Research

- These findings **later** become useful for application in business situations.

Distinction Between Applied and Basic Research

- The main **distinction** between applied and basic business research is:
- **Applied research** is specifically aimed at solving a currently experienced problem.
- **Basic research** has a broader objective of generating knowledge and understanding of phenomena and problems that occur in various organizational settings.
- **Both types of research follow the same steps of systematic inquiry to arrive at solutions to problems.**

Managers and Research

- Managers with knowledge of research have an advantage over those without.
- With the ever-increasing complexity of modern organizations, and the uncertainty of the environment they face, the management of organizational systems has become one of constant trouble shooting in the work place.

Managers and Research

- Knowledge of research and problem-solving process helps managers to identify problem situations before they get out of control.
- Minor problems can be solved by the manager, major problems would warrant the hiring of outside researchers or consultants.

Managers and Research

- The manager who is knowledgeable about research can interact effectively with the researchers.
- Knowledge about research process also helps managers to become discriminating recipients of the research findings presented, and to determine whether or not the recommended solutions are appropriate for implementation.

Managers and Research

- When managers understand the research reports about their organizations handed to them by professionals, they will be equipped to take intelligent, educated, calculated risks with known probabilities attached to the success or failure of their decisions.
- Research then becomes a useful decision-making tool.

Internal Versus External Consultants/Researchers

- **Internal Consultants or Researchers:**

  Some organizations have their own research department, which might be called:

- The management services department
- The organization and methods department
- R & D (research and development department)

Internal Versus External Consultants/Researchers

- Such a department within the organization serves as the internal consultant if it face certain problems and seek help.
- This unit would be useful in several ways

Advantages of Internal Researchers

- The internal researchers have better chance of being readily accepted by the employees.
- The team would require much less time to understand the structure, the philosophy and climate and work system of the organization.

Advantages of Internal Researchers

- They would be available for implementing their recommendations after the research findings are accepted.
- The internal team might cost considerable less than the external team.

Disadvantages of Internal Researchers

- They might have less fresh ideas and perspectives that might be needed to correct the problems.
- There is scope for certain powerful groups in the organization to influence or misrepresent certain facts.

Disadvantages of Internal Researchers

- There is a possibility that the internal researchers are not perceived as "experts" by the management, and hence their recommendations do not get the consideration and attention they deserve.
- Certain organizational biases of the internal research team might make the findings less objective and less scientific.

Advantages of **External Consultants**

- They have a wealth of experience from having worked with different types of organizations that have had the same or similar types of problems.
- They might have more knowledge of current sophisticated problem-solving models through their periodic training programs.

Disadvantages of External Consultants

- The cost of hiring an external research team is usually high.
- They need a considerable time to understand the organization to be researched.
- They seldom get a warm welcome, nor are accepted by employees.
- They charges additional fees for their assistance in the implementation and evaluation phases.

Ethics and Business Research

- Ethics in business research refers to a code of conduct of behavior while conducting research.
- Ethical conduct applies to the organization and the members that sponsor the research, the researchers who undertake the research, and the respondents who provide them with the necessary data.

Ethics and Business Research

- The members that sponsor the research should do it in good faith, pay attention to what the results indicate, and pursue organizational rather than self-interest.
- Ethical conduct should also be reflected in the behavior of the researchers who conduct the investigation, the participants who provide the data, the analysts who provide the results, and the entire research team that presents the interpretation of the results and suggests alternative solutions.



SCIENTIFIC INVESTIGATION

CHAPTER 2



Topics Discussed

- The Hallmarks of Science
- The Building Blocks of Science and Hypothetico-Deductive Method of Research
- The Seven Steps of the Hypothetico-Deductive Method
- Other types of Research
  - Case studies
  - Action research

The definition of research

- Research is an organized, systematic, data-based, critical, objective, scientific inquiry into a specific problem that needs a solution.
- Managerial decisions based on the results of scientific research tend to be effective.

What is Meant by a Scientific ?Research

- **Scientific research** focuses on solving problems and pursues a step-by-step logical, organized, and rigorous method to identify the problems, gather data, analyze them, and draw valid conclusions therefrom.
- Thus, scientific research is not based on hunches, experience, and intuition (though these may play a part in final decision making), but a purposive and rigorous.

What is Meant by a Scientific ?Research

- Because of the rigorous way in which the research done, scientific research enables all those who are interested in researching about the same or similar issues to **come up with comparable findings when the data are analyzed**.

What is Meant by a Scientific ?Research

- Scientific research helps researchers to state their findings with accuracy and confidence.
- This helps various other organizations to apply those solutions when they encounter similar problems.
- Scientific investigation tends to be more objective than subjective, and helps managers to highlight the most critical factors at the workplace that need specific attention so as to avoid, minimize, or solve problems.

What is Meant by a Scientific ?Research



- Scientific investigation and managerial decision making are integral aspects of effective problem solving.
- Scientific research applies to both basic and applied research.
- **Applied research** may or may not be **generalizable** to other organizations, depending on the extent to which differences exist in such factors as size, nature of work, characteristics of the employees, and structure of the organization.

The Hallmarks of Scientific Research

- The **Hallmarks** or **main distinguishing characteristics** of scientific research may be listed as follows:

1. Purposiveness
2. Rigor
3. Testability
4. Replicability
5. Precision
6. Objectivity
7. Generalizability
8. Parsimony

The Hallmarks of Scientific Research



We will **explain** each of these characteristics in the context of the following **example**:

Consider the case of a manager who is interested in investigating **how employees' commitment to the organization can be increased**.

Purposiveness. 1

- The manager has started the research with a definite aim or purpose.
- The focus is on increasing the commitment of employees to the organization, as this will be a beneficial in many ways.
- An increase in employee commitment will translate into **less turnover**, **less absenteeism, and increased performance levels,** all of which would definitely benefit the organization.

Rigor. 2

- A good **theoretical base** and a sound **methodological design** would add rigor to a purposive study.
- **Rigor** means carefulness, and the degree of exactitude in research investigations.



In the case of **our example of increasing the commitment of employees**

- Let us say that the manager of an organization **asks 10 of its employees** to indicate what would increase their level of commitment to the organization.
- If the manager depends solely on the basis of their responses reaches to several conclusions on how employee commitment can be increased, **the whole approach to the investigation would be unscientific.**

An approach to an investigation would lack rigor for the following :reasons

1. Incorrect conclusions because they are based on the responses of just a few employees (lacks of methodological sophistication).
2. the manner of framing and addressing the questions could have introduced bias in the responses (lacks of methodological sophistication).
3. There might be many other important influences on organizational commitment that this small sample did not verbalize during the interviews, and the researcher would have failed to include them (lacks of a good theoretical framework).

Conclusions drawn from an investigation that lacks a good theoretical framework and methodological sophistications would be unscientific.

Testability. 3

- After taking **random** selection of employees of the organization, and the study of **previous research** done of the area of organizational commitment, the researcher **develops certain hypotheses** on how employee commitment can be enhanced. Then these hypotheses can be tested by applying certain **statistical tests** to **the data** collected for the purpose.
- **Scientific research** tends itself to **testing logically developed hypotheses** to see whether or not the data support the hypotheses that are developed.

Replicability. 4

- The results of the tests of hypotheses should be **supported again and again** when the same type of research is repeated in other similar circumstances.
- If the results are repeated, we will gain confidence in the scientific nature of our research.



Precision and Confidence. 5

- Precision refers to the closeness of the findings to reality based on a sample.
- Precision reflects the degree of accuracy of the results on the basis of the sample, to what really exists in the universe.

Precision and Confidence

- In business research, we are not able to draw "**definitive**" conclusions on the basis of the results of data analysis. The reasons are:

1. We have to base our findings on a sample that we draw from the universe. The sample may not reflect the exact characteristics of the phenomenon we try to study.
2. Measurement errors and other problems are bound to introduce an error in our findings.



Precision and Confidence

- We would like to design the research in a manner that ensures that **our findings are as close to reality as possible**, so that we can **place reliance or confidence in the results.**

Precision and Confidence

- Confidence refers to the probability that our estimations are correct.
- It is not enough to be precise, but it is also important that we can confidently claim that 95% of the time our results would be true and there is only a 5% chance of our being wrong. This is also known as confidence level.
- The greater the precision and confidence we aim at in our research, the more scientific is the investigation and the more useful are the results.



objectivity. 6

- The **conclusions** drawn through the interpretation of the results of data analysis **should be objective**.
- The **conclusions should be based on the facts** of the findings derived from actual data, and **not on our own subjective or emotional values.**
  - The more **objective** the interpretation of the data, the **more scientific** the research investigation becomes.



Generalizability. 7

- Generalizability refers to the scope of applicability of the research findings in one organizational setting to other settings.
- The **wider the range of applicability** of the solutions generated by research, the more useful the research is to the users.

Parsimony. 8

- Parsimony refers to simplicity in explaining the phenomena or problems that occur, and in generating solutions for the problems.
- Economy in research models is achieved when we can build into our research framework a **lesser number of variables** that would explain the variance far more efficiently than a complex set of variables that would only marginally add to the variance explained.



Parsimony

- Parsimony can be introduced with a good understanding of the problem and the important factors that influence it.
- A **good conceptual theoretical model** can be realized through **interviews** with the concerned people, and a thorough **literature review** of the previous research work in the particular problem area.

Deduction and Induction

- *Deductive reasoning*: application of a general theory to a specific case.
  - Hypothesis testing
- *Inductive reasoning*: a process where we observe specific phenomena and on this basis arrive at general conclusions.
  - Counting white swans
- Both inductive and deductive processes are often used in research.



Example 2.1

- A sales manager might *observe* that customers are perhaps not pleased as they used to be. The manager may not be certain that this is really the case but may experience anxiety and some uneasiness that customer satisfaction is on the decline.
- This process of **observation** or sensing of the phenomena around us is what gets most of the research- whether applied or basic- started.



.)Example 2.1 (cont

- The next step is to determine whether there is a real problem, and if so, how serious it is. This ***problem identification*** calls for some preliminary data gathering.
- The manager might **talk to a few customers** to find out how they feel about the products and customer service. The manager might find that the customers like the products but are upset because many of the times the product is out of stock, and they perceive the salesperson as not being helpful.



.)Example 2.1 (cont

- From **discussions with some of the salespersons**, the manager might discover that the factory does not supply the goods on time. Salespersons might also indicate that they try to please the customers by communicating the delivery dates given to them by the factory.



.)Example 2.1 (cont

- Integration of the information obtained through the **informal and formal interviewing process** has helped the manager to determine that the problem does exist.
- It also helps the manager to **formulate a conceptual model** or theoretical framework of all the factors contributing to the problem.



.)Example 2.1 (cont

- **Thus, the following factors contribute to the problem:**

✓ Delays by the factory in delivering goods

✓ The notification of later delivery dates that are not kept

✓ The promises of the salespersons to the customers that cannot be fulfilled

All of these factors contribute to customer dissatisfaction.

The hypothetico-Deductive Method

- The ***seven steps*** involved in the hypothetico-deductive method of research stem from the building blocks discussed above and listed below:

1. Identify a broad problem area
2. Define the problem statement
3. Develop hypotheses
4. Determine measures
5. Data collection
6. Data analysis
7. Interpretation of data



Identify a broad problem area

- If the manager notice a drop in sales, incorrect accounting results, low-yielding investment, disinterestedness of employees in their work, and the like, could attract the attention of the manager to do a research project.

Define the problem statement

- **Scientific research** starts with a definite aim or purpose.
- A **problem statement** states the general objective of the research.



Develop hypotheses

- The network of associations between the problem and the variables that affect it is identified.
- A scientific hypothesis must meet two requirements:
  1. The hypothesis must be **testable**
  2. The hypothesis must be **falsifiable** (we can only prove our hypotheses until they are disproved).



Determine measures

- The variables in the theoretical framework should be **measurable** in some way.
- Some variables **can not be measure quantitatively**, such as **unresponsive employees**, we need to operationalize this variable.
- Measurement of variables is discussed in Chs. 6 and 7.



Data collection

- Data with respect to each variable in the hypothesis need to be obtained.
- There are two types of data:
  - Quantitatative data
  - Qualitative data



Data Analysis

- In this step, **the data** gathered are statistically analyzed to see if the hypotheses that were generated have been supported.
- Analyses of both quantitative and qualitative data can be done to determine if certain relations are important.



Data Analysis

- **Qualitative data** refer to information gathered through interviews and observations. These data usually for objects than can not be physically measured, like feelings and attitudes.
- **Quantitative data** refer to information gathered about objects that can be physically measured. The researcher could obtain these data through the company records, government statistics, or any formal records.



Interpretation of data

- Now we must decide whether our hypotheses are supported or not by interpreting the meaning of the results or the data analysis.
- Based on these results, the researcher would make **recommendations** in order to solve the problem in hand.

Example 2.2 of the Application of the Hypothetico-Deductive Method



- Observation of the CIO Dilemma

  The Chief Information Officer (CIO) of a firm observes that the newly installed Management Information System (MIS) is not being used by middle managers as much as was originally expected.

  "There is surely a problem here," the CIO exclaims.



.)Example 2.2 (cont

- Information Gathering through Informal Interviews

- Talking to some of the middle-level managers, the CIO finds that many of them have very little idea as to what MIS is all about, what kinds of information it could provide, and how to access it and utilize the information.



.)Example 2.2 (cont

- **Obtaining More Information through Literature Survey**

- The CIO immediately **uses the Internet** to explore further information on the lack of use of MIS in organizations.
- The search indicates that many middle-level managers are not familiar with operating personal computers.
- Lack of knowledge about what MIS offers is also found to be another main reason why some managers do not use it.



.)Example 2.2 (cont

- Formulating a Theory

  - based on all this information, the CIO **develops a theory** incorporating all the relevant factors contributing to the lack of access to the MIS by managers in the organization.



.)Example 2.2 (cont

- Hypothesizing

  From such a theory, the CIO generates various hypotheses for testing, one among them being:

  - Knowledge of the usefulness of MIS would help managers to put it to greater use.



.)Example 2.2 (cont

- **Data Collection**

The CIO then **develops a short questionnaire** on the various factors theorized to influence the use of the MIS by managers, such as:

- The extent of knowledge of what MIS is
- What kinds of information MIS provides
- How to gain access to the information
- The level of comfort felt by managers in using computers in general
- How often managers have used the MIS in the preceding 3 months.



.)Example 2.2 (cont

- **Data Analysis**

  The CIO then analyzes the data obtained through the questionnaire to see what factors prevent the managers from using the system.



.)Example 2.2 (cont

- **Interpretation of data**

  Based on the results, the manager deduces or concludes that managers do not use MIS owing to certain factors.

- These deductions help the CIO to take necessary actions to solve the problem, which might include, among other things:

  - Organizing seminars for training managers on the use of computers, and
  - MIS and its usefulness.



Other Types of Research

- Case studies, and
- Action research

  Are sometimes used to study certain types of issues.



Case Studies

- Case studies involve in-depth analyses of similar situations in other organizations, where the nature and definition of the problem is the same as experienced in the current situation.
- If a particular hypothesis has not been supported even in a single other case study, the researcher could ignore that hypothesis.



Case Studies

- Case studies are not often undertaken in organizations because:

1. It is very seldom to find similar problems happened in an organizations of the same size and same type of setting.
2. Many companies prefer to guard their problems and their data.



Action Research

- Action research is sometimes undertaken by consultants who want to initiate change processes in organizations.
- Action research methodology is most appropriate while effecting planned changes.



Action Research

- The researcher begins with a problem that is already identified, and gathers relevant data to provide a tentative problem solution.
- This solution is then implemented, with the knowledge that there may be unintended consequences following such implementation.
- The effects are then evaluated, defined, and diagnosed, and the research continues on an ongoing basis **until the problem is fully resolved.**

VISIT THE LIBRARY

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Chapter 3

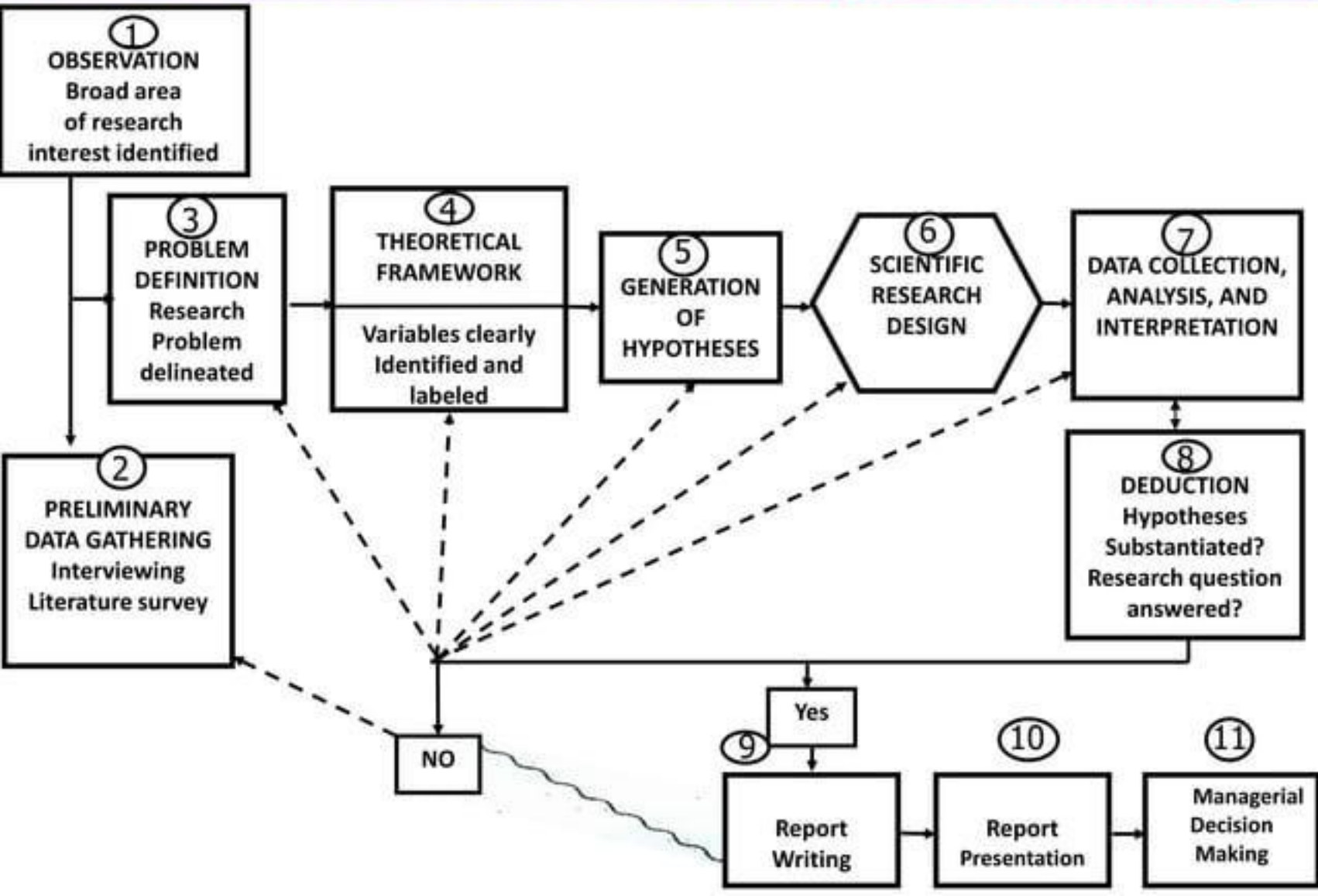
The Research Process

The Research Process;

TOPICS

- The broad problem area
- Preliminary data gathering
- Literature review
- Problem definition
- The research proposal
- Managerial implications
- Ethical issues

The Research Process for A & B Research



The Research Process;

Broad Problem Area

- The broad problem area refers to the entire situation where there is a possible need for research and problem solving. The specific issue might pertain to
  1) Problems currently existing in an organizational setting that need to be solved,
  2) Areas that a manager believes need to be improved,
  3) Conceptual or theoretical issue that needs to be researched to understand certain phenomena, and
  4) Some research questions that a basic researcher wants to answer empirically.

The Research Process;

Examples; (headach)

Example 1: Problem Currently Existing:

A General Manager receives complaints from Supervisory Managers that their *subordinate staff is not punctual in attending office.* From such statements the General Manager becomes aware that a punctuality-related problem exists.

- Poor punctuality is a symptom, whereas the true underlying problem may not be known. Research investigation is required to *identify the problem and then fix it.*

The Research Process;

Examples;

Example 2: Situation Requiring Improvement:

If the company has already implemented measures to ensure punctuality, and some complaints of poor punctuality continue to come in, then it is obvious that the policies are not bringing the full results.

- ***Through research, such policies and procedures need to be redefined.***

The Research Process;

Examples;

Example 3: Conceptual Issue that Needs to be Researched:

- A researcher may undertake basic research *to study the phenomenon of punctuality* so as to define that concept in precise terms.

The Research Process;

Examples;

Example 4: Empirical Answers:

- A researcher may want to find answers empirically to the issue of perceived punctuality versus the actual punctuality and its impact on the consequences for the individuals (psychological stress) and for organizations (poor performance).
- Such research is done by gathering data and ***testing the relationships between variables.***

The Research Process;

Further Examples; Broad Problem Area:

1. Training programs are perhaps not as effective as anticipated.
2. The sales volume of a product is not picking up.
3. Minority group members in firm are not advancing in their careers.
4. The newly installed info. system is not being used by the managers.
5. The introduction of flexible work hours has created more problems.
6. Inventory control is not effective.

The Research Process;

Preliminary Data/information gathering

Nature of information to be gathered

- Preliminary information helps to narrow down the broad problem area & to define a specific problem statement
- The nature of information needed by the researchers may be broadly classified as:
  1. Background information of the organization—that is, the contextual factors.
  2. Prevailing knowledge on the topic – that is, relevant findings from previous research

The Research Process;

Types of the Data:

Secondary data;

- The data that already exist and include;
  1. Statistical bulletins
  2. Government publications
  3. Information published or unpublished and available from either within or outside the organization
  4. Data available from previous research
  5. Case studies and library records
  6. Online data, web sites, and the internet.

The Research Process;

Types of the Data:

Primary Data;

- The data collected first-hand by the researcher. It includes
  1. Gathering such information as the perceptions and attitudes of employees by talking to them
  2. By observing events, people, and objects
  3. By administering questionnaires to individuals.

The Research Process;

Background Information on the Organization:

a. Background Information; It includes the contextual factors:

1. The origin and history of the company.
2. Size in terms of employees, assets, etc.
3. Charter—purpose and ideology.
4. Location—regional, national, or other.
5. Resources—human and other.
6. Interdependent relationships with other institutions and the external environment.
7. Financial position during the previous 5 to 10 years, and relevant financial data.

The Research Process;

Background Information on the Organization:

b. Prevailing knowledge on the topic;

- Literature review helps to identify the important variables related to the problem
- Literature review helps the research – true reasons for the problem may not be unidentified even at the end of the research

The Research Process;

Literature review

- Step-by-step process to identify the published and unpublished work from secondary data sources on the topic of interest
- Evaluation of this work and the documentation of this work
- Helps not to re-invent the wheel again
- Helps to avoid the wastages of resources

The Research Process;

A good literature ensures that; *(benefits)*

1. Important variables that are likely to influence the problem situation are not left out.
2. What variables are important to consider (parsimony), why they are considered important, and how they should be investigated to solve the problem.
3. The Problem Statement can be made with precision and clarity and Testability and Replicability of the findings of the current research are enhanced.
4. Efforts are not wasted in rediscovering something that is already known and the problem investigated is perceived by the scientific community as relevant and significant.

The Research Process;

Conducting the Literature Survey;

The first step

- Identify the various published & unpublished materials
- Data sources
  - Text books
  - Journals
  - Ph.D thesis
  - Conference proceeding
  - Reports
  - Newspapers
  - The internet

The Research Process;

Conducting the Literature Survey;

Searching for literature

- Previously one had to manually go through bibliographical indexes that compiled periodically
- With modern technology it is easier to locate sources related to the topic of interest
- Computerized databases provide the following advantages;
  1) Save plenty of time
  2) Comprehensive in their listing and review references
  3) Gaining access to them is relatively inexpensive

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Role of Micro Finance in Reducing Poverty: A Look at Social and Economic Factors

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Pakistan

Abstract

The thrust of the study lies in knowing the effect of micro finance on the poverty alleviation. In this study it is analyzed that microfinance is an important element for an effective poverty reduction strategy. The role of Micro-Finance on poverty alleviation is checked both in social and economic aspects. The social and economic factors

Entrepreneurial Development and Interventionist Agencies in Nigeria

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Abstract

The focus of this paper is on entrepreneurial development and analysis of Interventionist Agencies in Nigeria. It examines the critical stages or sphere of development required of the entrepreneur in order to enable him perform his strategic functions in the organization and in the context of organizational strategic management in Nigeria. In pursuit of the focus of this paper, it treats numerous issues (an overview inclusive). It also examines the entrepreneurial roles and factors affecting its strategic management importance. Furthermore it x-rays in detail the three-skill approach to entrepreneurial development. These include technical, human and conceptual skills. It analyzes some government interventionist institutions and agencies established to encourage entrepreneurial development in Nigeria. The paper posits that though there is a widespread knowledge of the efficacy of entrepreneurial development mix, integrated entrepreneurial development efforts indicates that several of the institutions established by government concentrated on a partial approach to entrepreneurial development programme. Finally, it concludes and recommends four priorities agenda to enhance the entrepreneurial development in Nigeria.

Research Methods: Chapter 3

The Research Process;

Conducting the Literature Survey;

Searching for literature

- **Electronic journals**
  - **Your library is probably subscribed to journals that are available online**
- **Full-text databases**
  - **Full-text of the articles**
- **Bibliographical databases**
  - **B. databases display the bibliographic citations;**
  - *Research Methods 5th Edition by Uma Sekaran. P-450*

The Research Process;

Conducting the Literature Survey;

Searching for literature

Basically, three forms of databases are used when evaluating the literature:

Bibliographic Databases

- Display only the bibliographic citations, that is, the name of the author, the title of the article (or book), source of publication, year, volume, and page numbers.

Abstract Databases

- Provide an abstract or summary or overview of the study purpose.

Full-text Databases

- Provide the full text of the articles.

The Research Process;

Conducting the Literature Survey;

- Concepts and constructs are both abstraction. Man, table, tree, insect, etc are abstractions and so are ideas of motivation, beauty, attitude, etc.
- The difference lies in the nature of "objects" the abstractions are made from: The existence of the objects from which the abstractions are made may be factual or hypothetical.
- Where factual, the abstraction is a concept (e.g., table) and
- Where the object is hypothetical or inferential, the abstraction is a construct (e.g., motivation).

The Research Process;

Conducting the Literature Survey;

The above answer is correct and well explained.

Kaplan explains that constructs are theoretical concepts that are based on observations that cannot be observed directly or indirectly (e.g. IQ, or motivation in the definition above). Calling a construct real is a reification.

The Research Process;

Conducting the Literature Survey;

Documenting the Literature Review

- The documentation of the relevant studies citing the author and the year of the study is called literature review or literature survey.
- The literature survey is a clear & logical presentation of the relevant research work done in the area of investigation
- The literature survey should bring together all relevant information in a clear and logical manner instead of presenting all the studies in chronological order.
- A good literature survey also leads to a good problem statement.
- There are several accepted methods of citing references in the literature survey. Page 44

The Research Process;

Conducting the Literature Survey;

Documenting the Literature Review

- There are several accepted methods of citing references in the literature survey. Page 44
- The publication manual of the American Psychological Association (2001)
  - Offers detailed information regarding citations, quotations, references and so on….and one of the accepted styles of referencing in the management area.
  - The Chicago Manual of style (2003)
  - Turabian's Manual for Writers (2007)

The Research Process;

Defining the Problem statement;

What makes a good problem statement?

- The problem statement introduces the key problem that is addressed in the research project
- A "problem" could simply indicate an interest in an issue where finding the right answers might help to improve an existing situation.
- It is very important that symptoms of problems are not *defined* as the real problem.

The Research Process;

Defining the Problem Statement;

- A clear, precise, and concise statement of the question or issue that is to be investigated with the goal of finding an answer or solution.
- As mentioned earlier, problem definitions could pertain to;
  1. Existing business problems where a manager is looking for a solution,
  2. Situations that may not pose any current problem but which the manager feels have scope for improvement,
  3. Areas where some conceptual clarity is needed for better theory building, or
  4. Situations in which a researcher is trying to answer a research question empirically because of interest in the topic.

The Research Process;

Examples Problem Statements;

1. How has the new packaging affected the sales of the product?
2. Has the new advertising message resulted in enhanced recall?
3. How do price and quality rate on consumers' evaluation of products?
4. What are the effects of downsizing on the long-range growth patterns of companies?
5. What are the specific factors to be considered in creating a data warehouse for a manufacturing company?
6. Why accidents used to be happened at Motorway?

The Research Process;

The Research Proposal;

1. Before any research study is undertaken, there should be an agreement between the parties about; (Researcher and sponsor)
    1. As the problem to be investigated
    2. The methodology to be used
    3. The duration of the study
    4. The resources required for the study
    5. Ensure there are no misunderstandings

    This is accomplished through a research proposal, researcher submits and get approved by the sponsor to proceed with the study.

The Research Process;

The research proposal contains the followings;

1) **The purpose of the study**
2) **The specific problem to be investigated**
3) **The scope of the study**
4) **The relevance of the study**
5) **The research design offering details on;**
   a) *The sampling design*
   b) *Data collection methods*
   c) *Data analysis*
6) **Time frame of the study (written report timeline)**
7) **The budget details**
8) **Selected bibliography**

The Research Process;

Managerial Implications;

- It is very important that **symptoms** of problems are not *defined* as the real problem.
- Example;
  - Headache
  - Declined Sales

Ethical issues;

Ethics

- Ethics in business research refers to a code of conduct of behavior while conducting research.
- Ethical conduct applies to the organization and the members that sponsor the research, the researchers who undertake the research, and the respondents who provide them with the necessary data.

Ethical issues;

Ethics

- The members that sponsor the research should do it in good faith, pay attention to what the results indicate, and pursue organizational interest.
- Ethical conduct should be reflected in the behavior of;
  - The researchers who conduct the investigation
  - The participants who provide the data
  - The analysts who provide the results
  - The entire research team that presents the interpretation of the results and suggests alternative solutions.

Welcome

The Research Process;

Theoretical framework

and

hypothesis development

Chapter 4

The Research Process for *A & B Research*

The need for the theoretical framework:

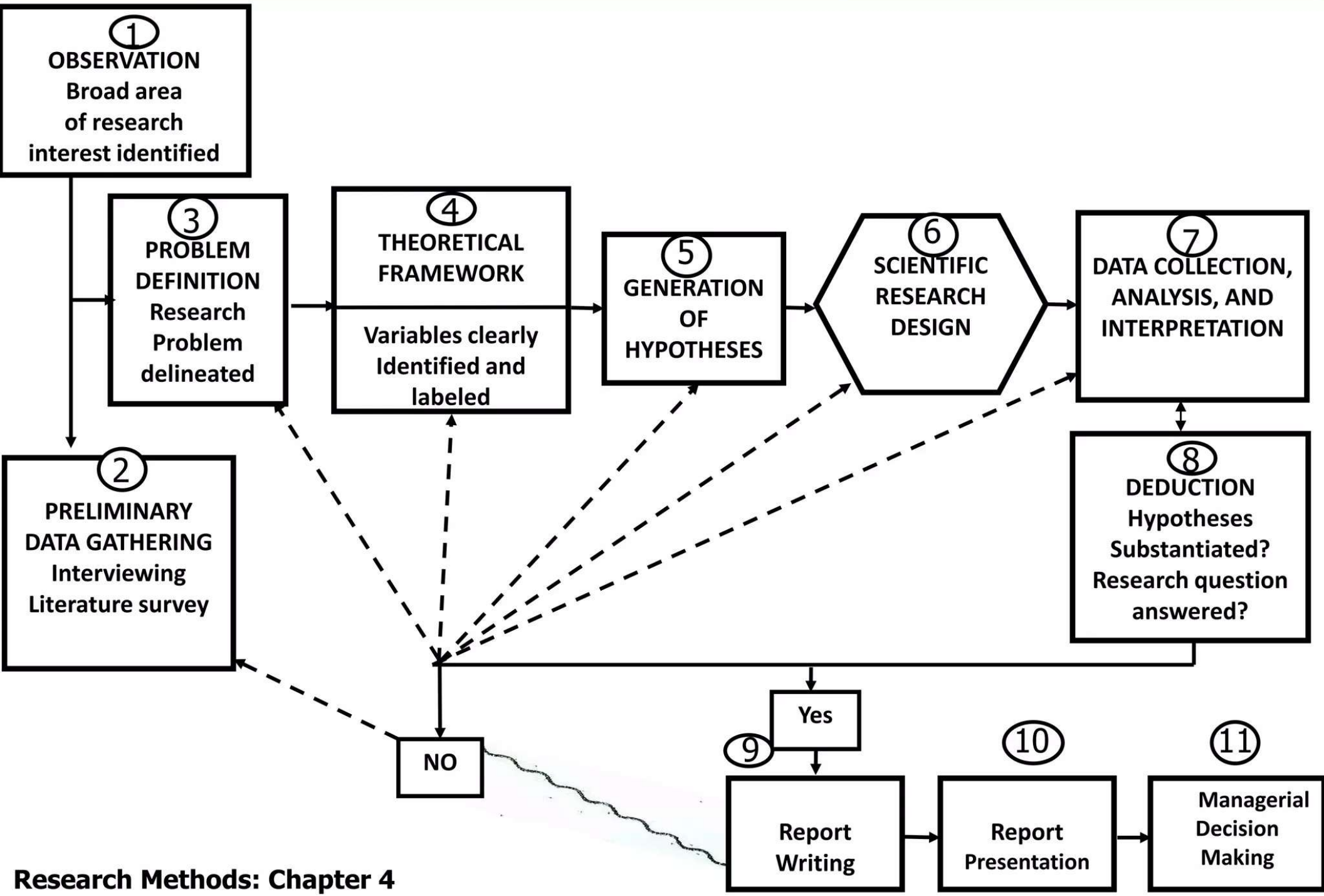
- After conducting the interviews, completing a literature review and defining the problem, you are ready to develop a theoretical framework;
- A theoretical framework is the foundation of hypothetico-deductive research
  - How certain phenomena are related to each other?
  - Why these variables are associated with each other?

The Research Process for *A & B Research*

The process of building a theoretical framework includes:

1. Introducing definitions of the concepts or variables in your model
2. Developing a conceptual model that provides a descriptive representation of your theory.
3. Coming-up with a theory that provides an explanation for relationships between the variable in the model.

The Research Process for *A & B Research*



The Research Process; *Steps 4 & 5*

Variables;

A variable is anything that can take on differing or varying values. The value can differ at various times for the same object or person, or at the same time for different objects or persons

Examples;

1. Production Units
2. Absenteeism
3. Motivation

The Research Process; *Steps 4 & 5*

Variables;

A variable is anything that can take on differing or varying values.

2.1 Types of Variables

Four main types of variables:

I. **The Dependent variable** ***(also known as the criterion variable).***

II. **The Independent variable** ***(also known as the predictor variable).***

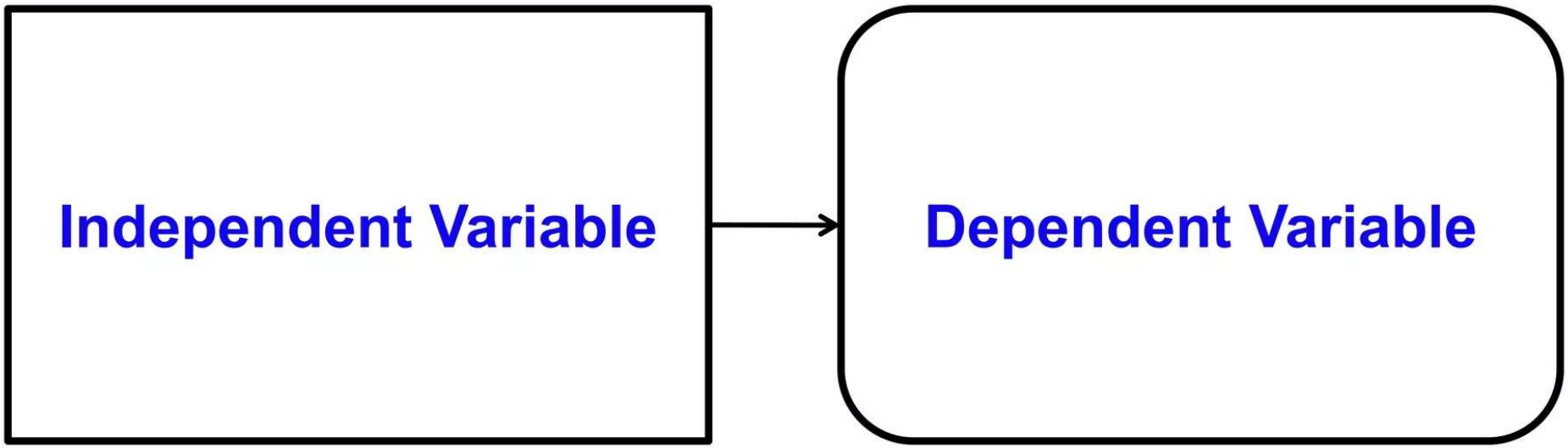
III. **The Moderating variable.**

IV. **The Intervening variable.**

- **Variables can be discrete (male/female) or Continuous (the age of an individual).**

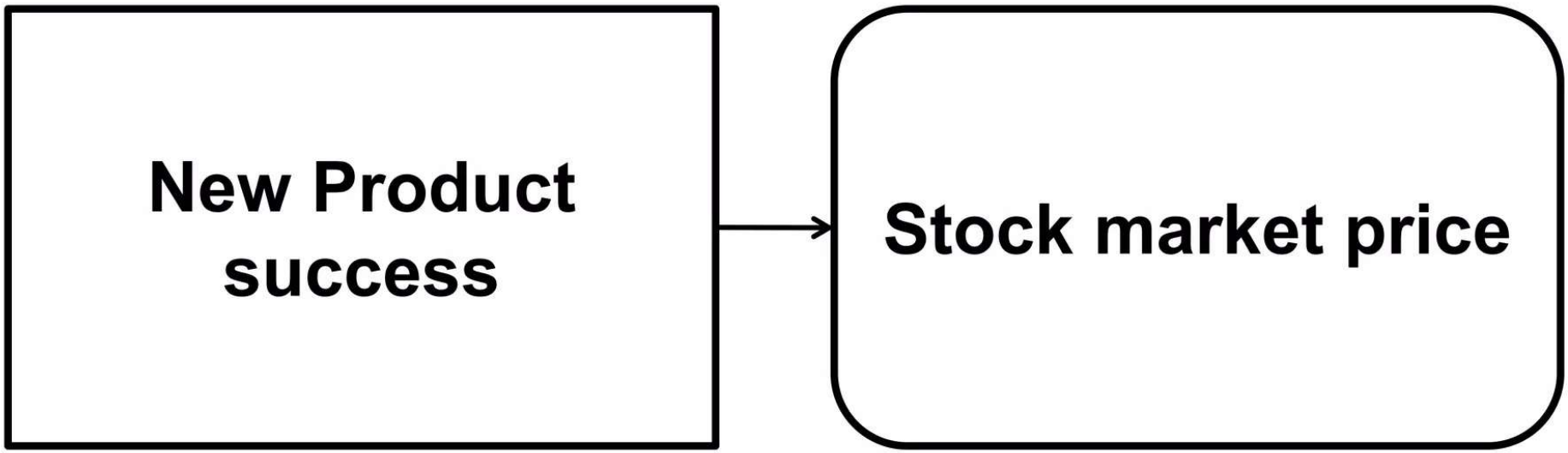
The Research Process; *Steps 4 & 5*

Variables;



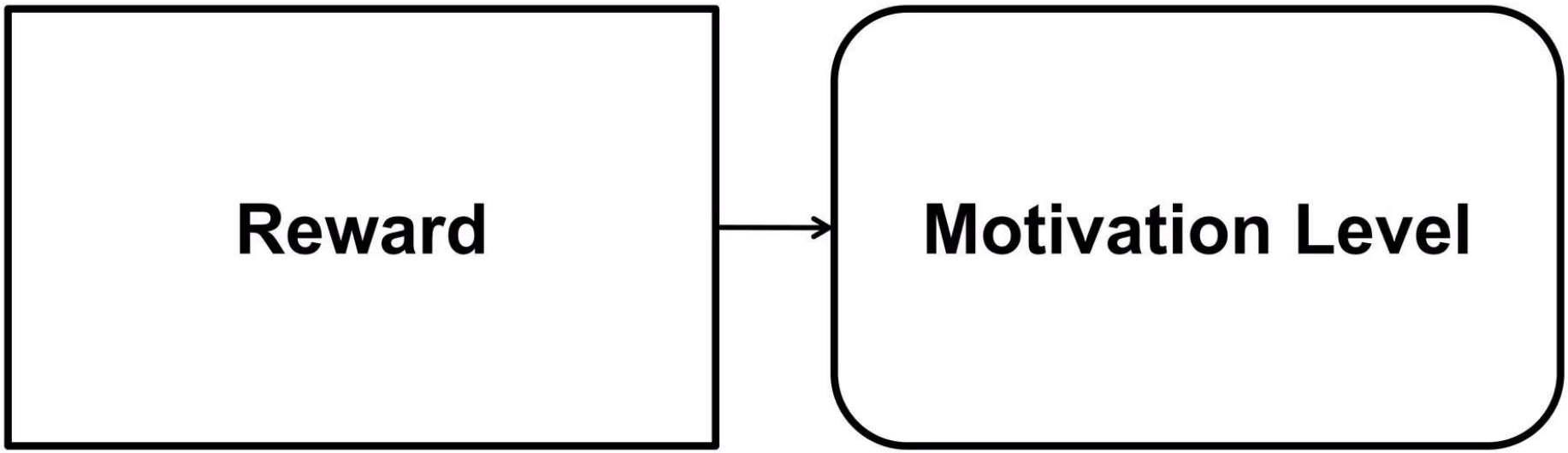
The Research Process; *Steps 4 & 5*

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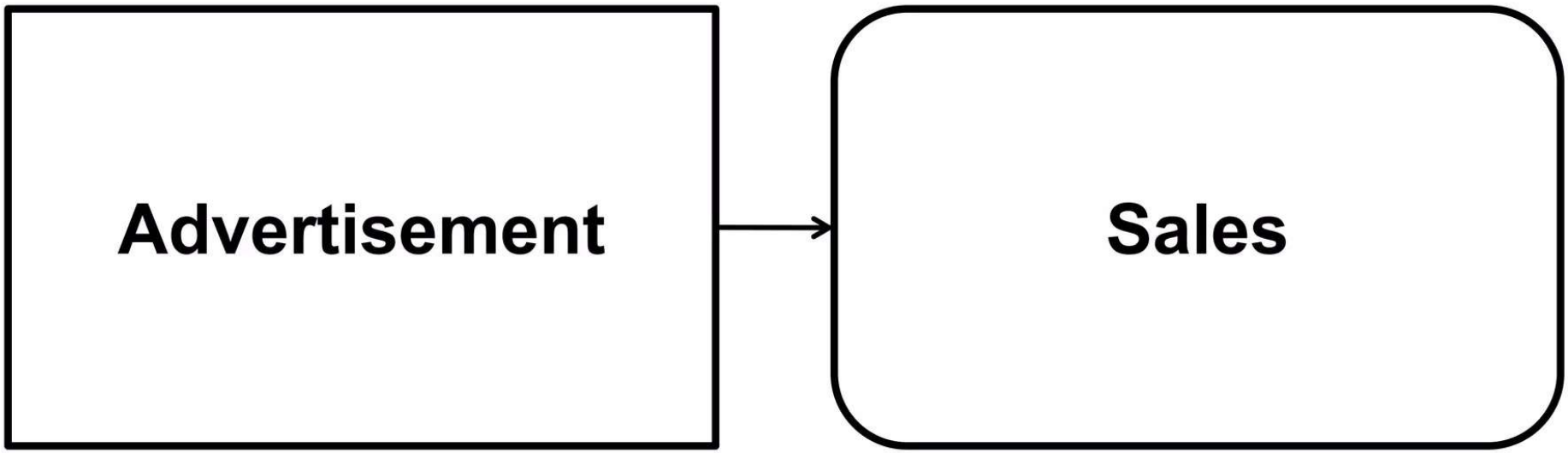
The Research Process; *Steps 4 & 5*

Variables;



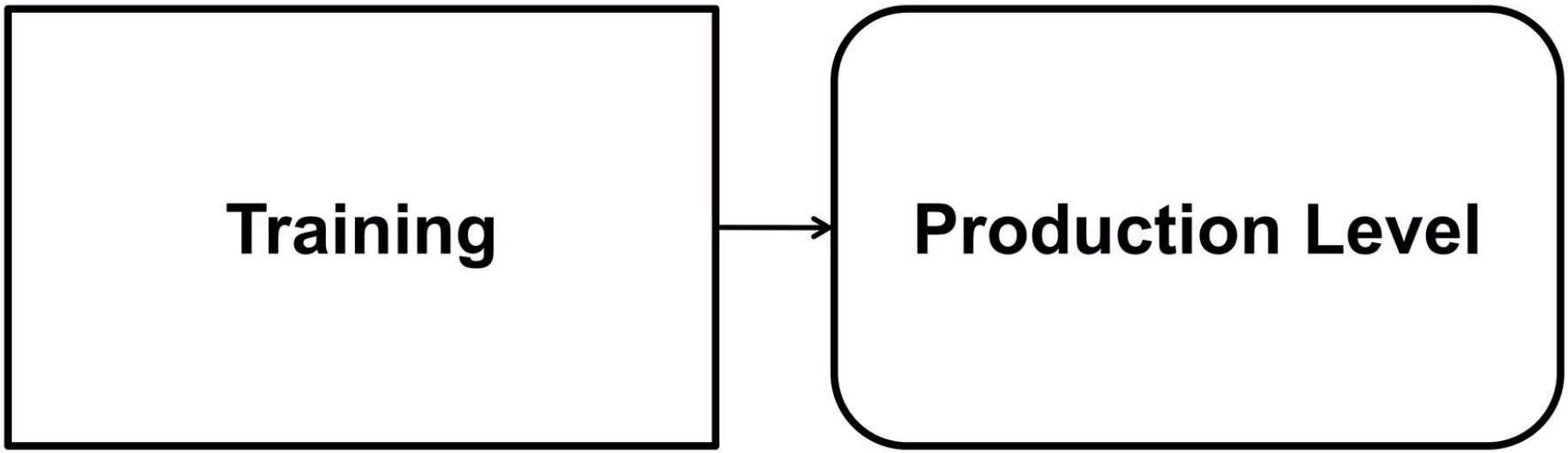
The Research Process; *Steps 4 & 5*

Variables;



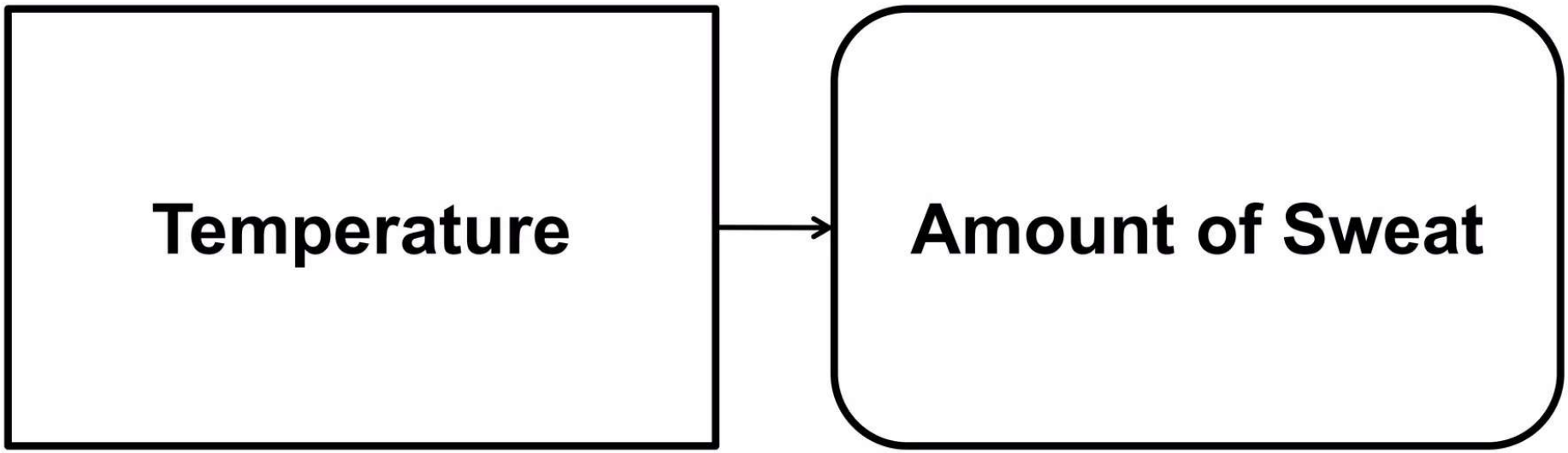
The Research Process; *Steps 4 & 5*

Variables;



The Research Process; *Steps 4 & 5*

Variables;



The Research Process; *Steps 4 & 5*

Moderating Variables;

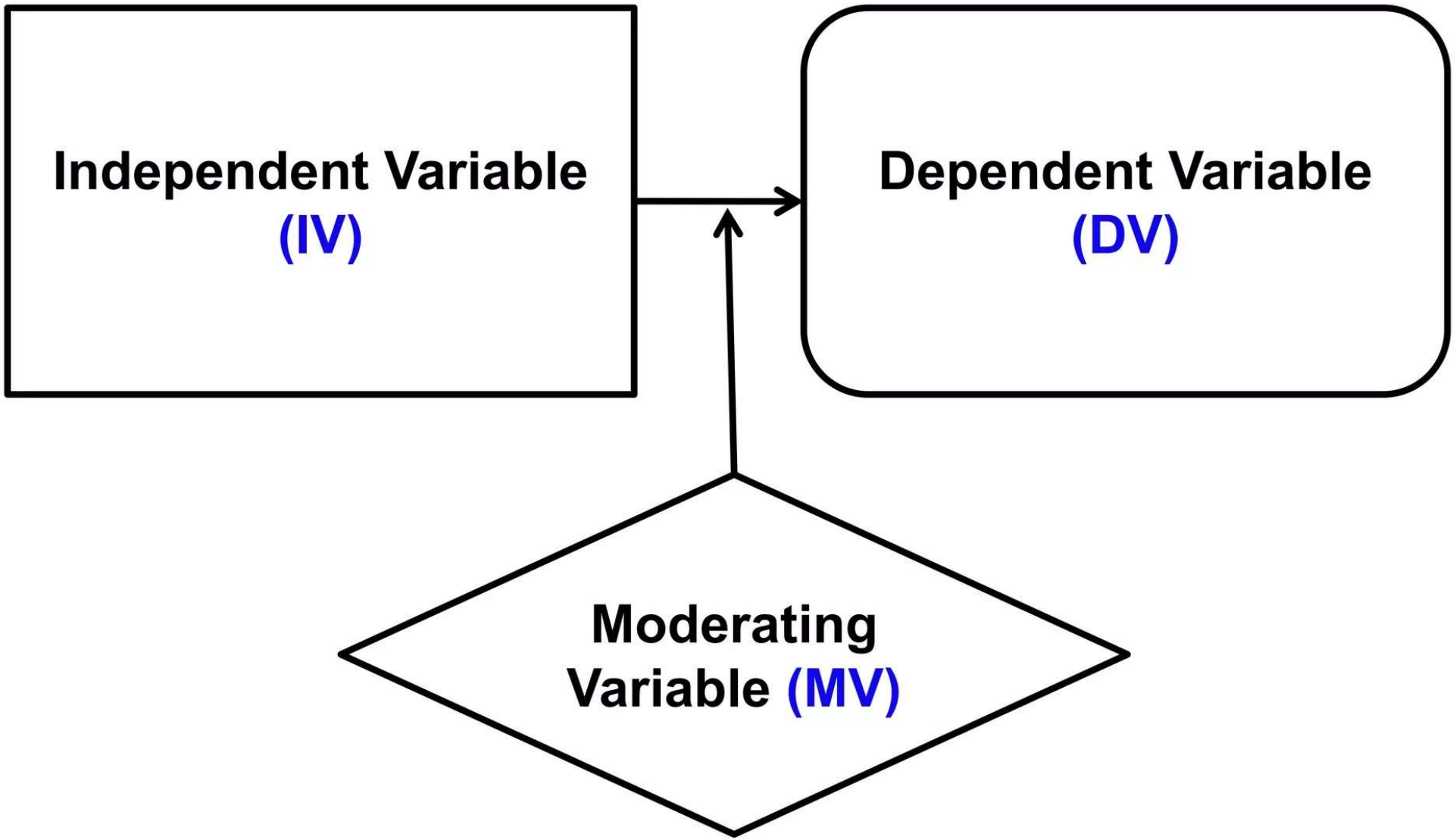
i. A variable is one that has a conditional effect on the independent variable relationships

ii. Presence of a third variable modifies the original relationship between independent and dependent relationship

iii. The variable that moderate the relationship is known as moderating variable

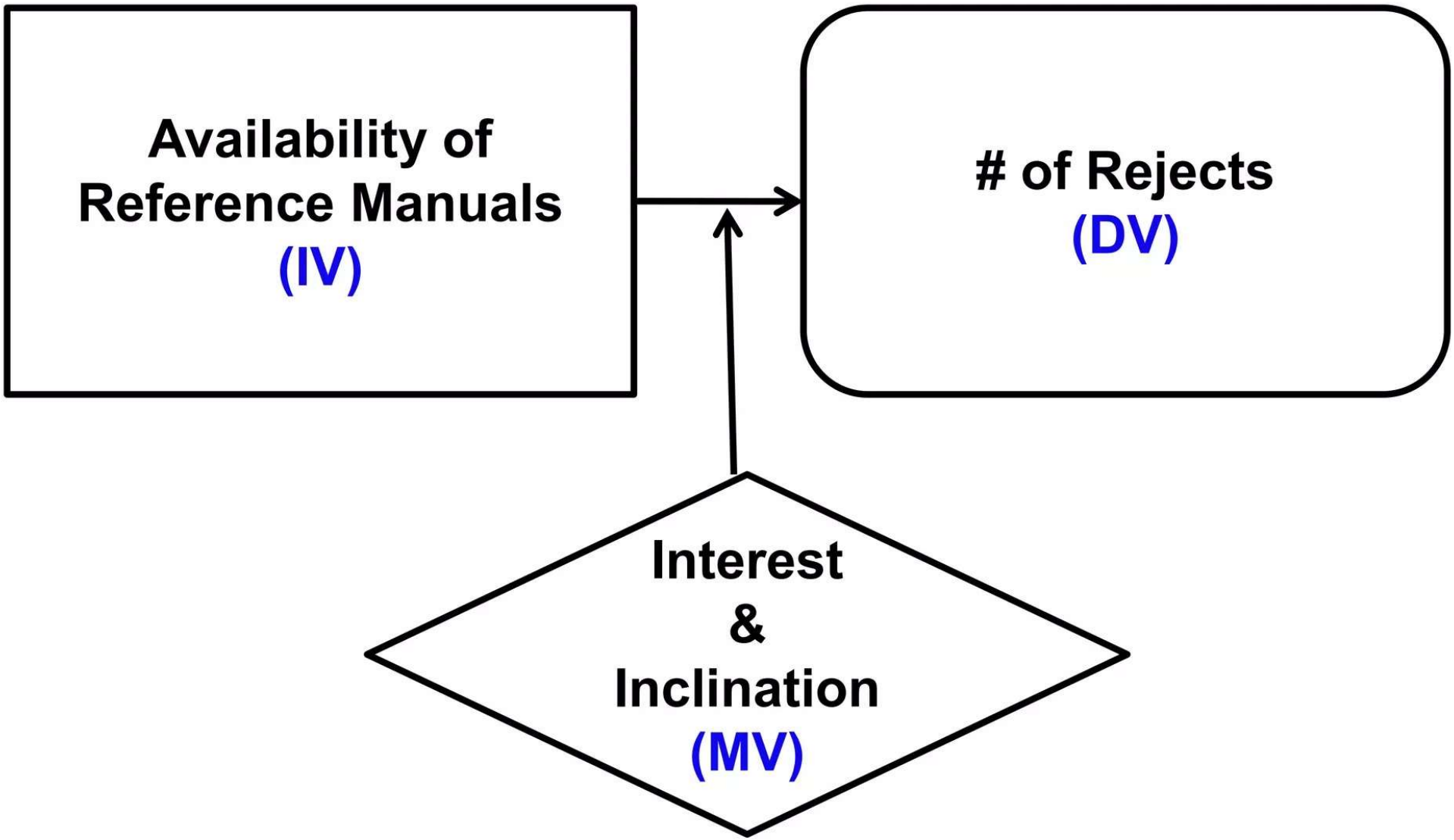
The Research Process; *Steps 4 & 5*

Variables;



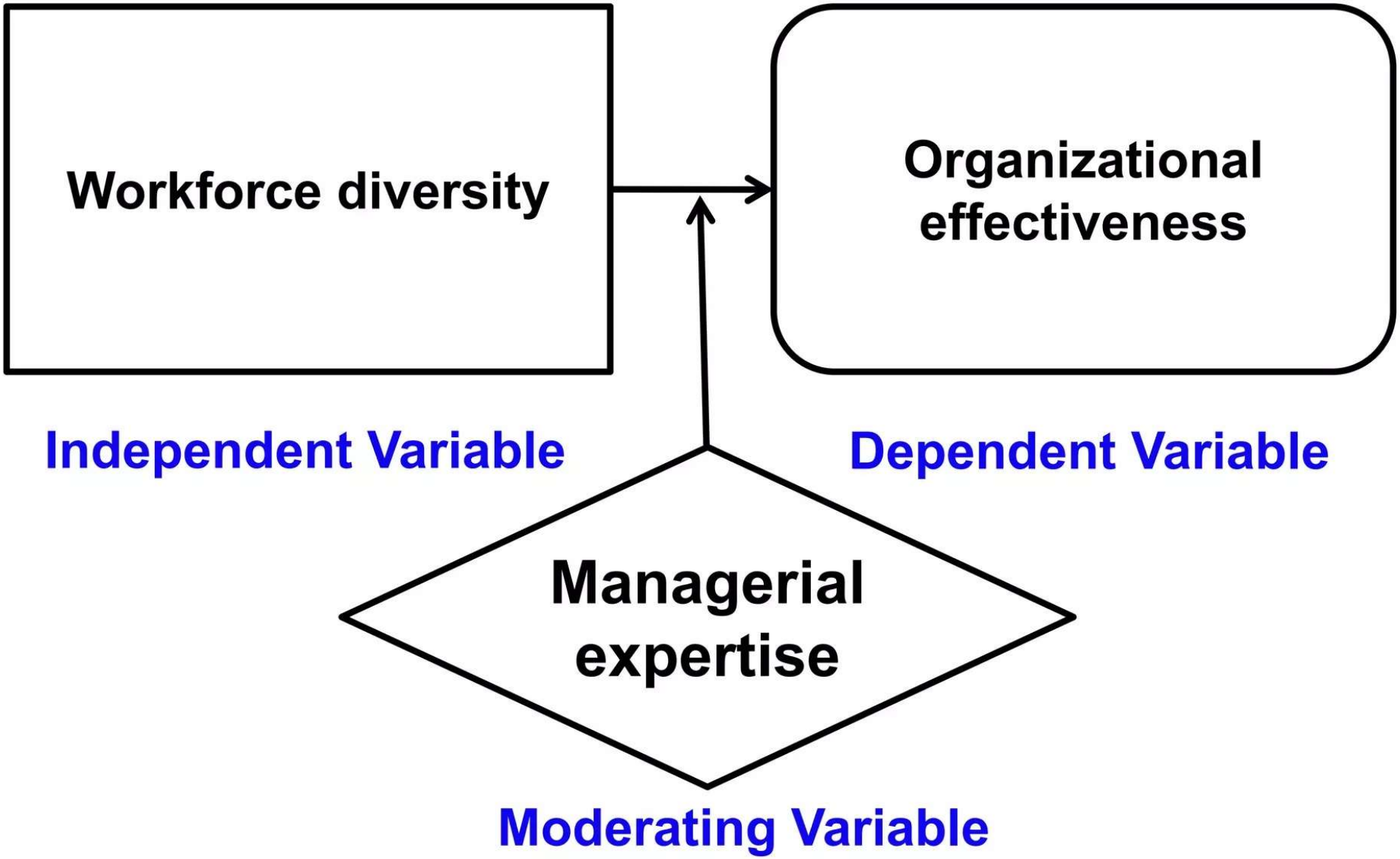
The Research Process; *Steps 4 & 5*

Variables;



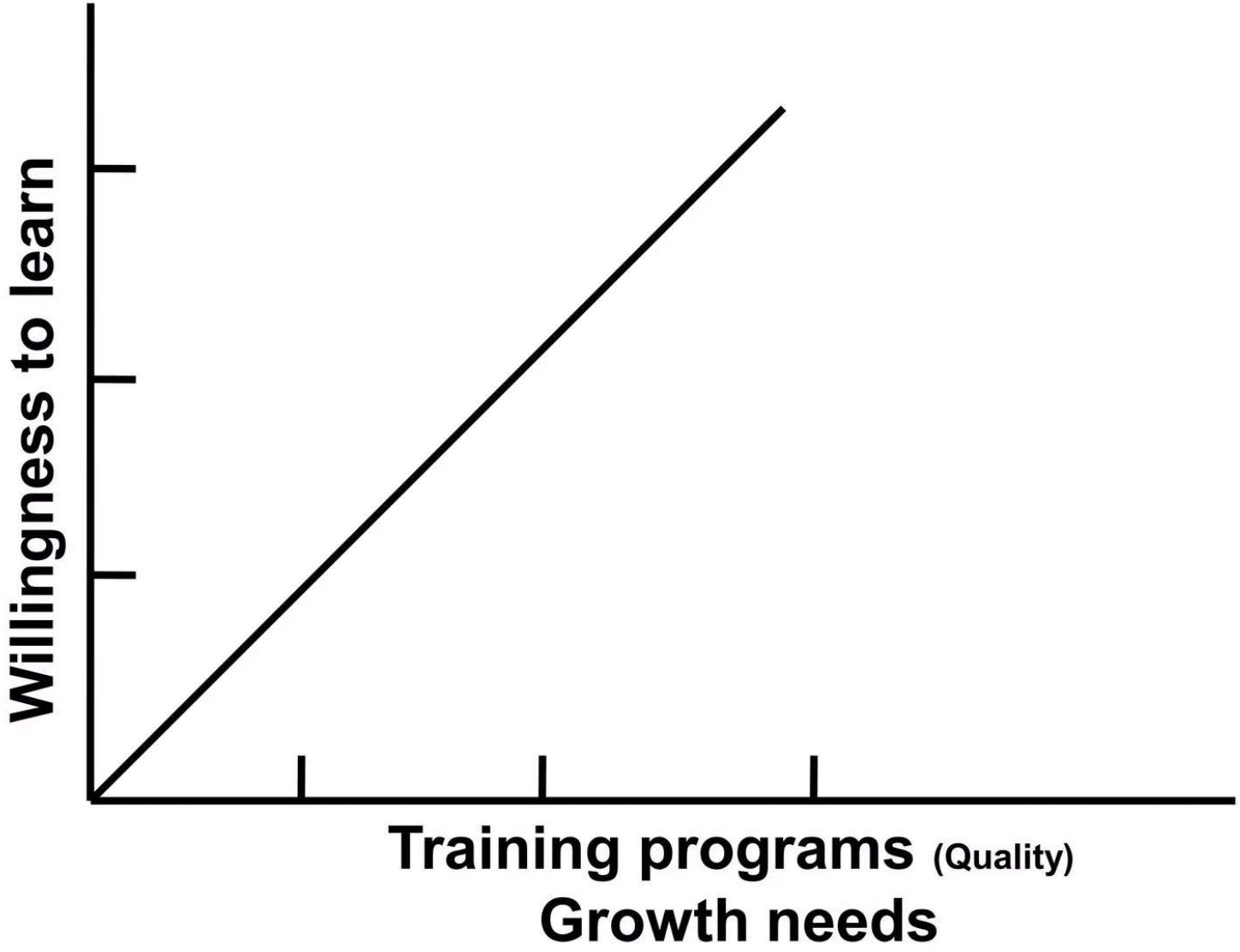
The Research Process; *Steps 4 & 5*

Variables;



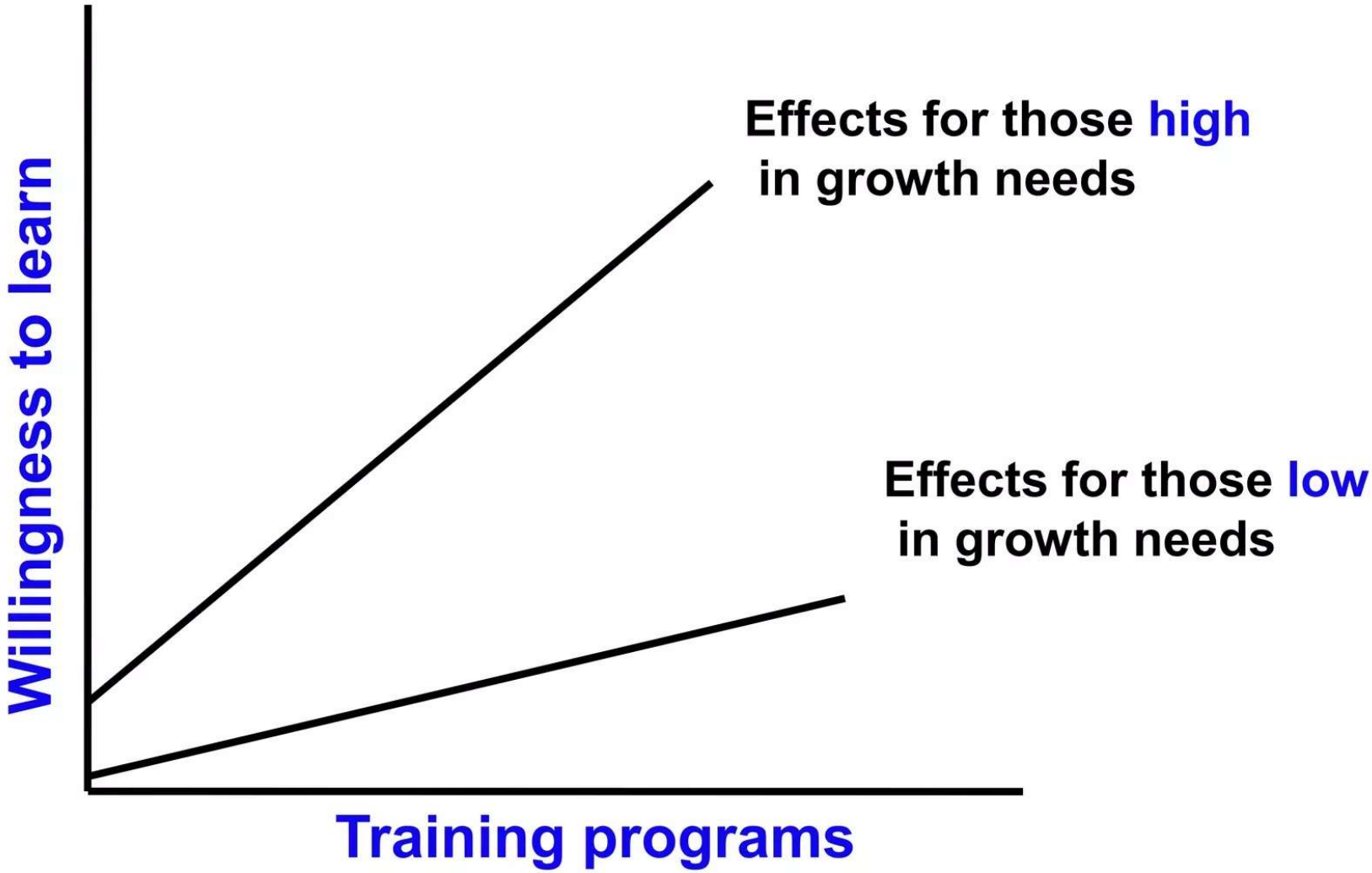
The Research Process; *Steps 4 & 5*

Influence of IV on DV:



The Research Process; *Steps 4 & 5*

Influence of Intervening Variables:



The Research Process; *Steps 4 & 5*

IV, DV and Moderating Variable;

Intervening variable influence the dependent variable while moderating variable increase or decrease the influence .

For instance if we are seeing effects of televisions advertising on children consumption behavior cognition comes into the way thus it might totally change the DV .

On the other hand moderating variable would be parental influence and peer pressure as they both would increase or decrease the Dv

The Research Process; *Steps 4 & 5*

Exercise No. 4.1;

A manager finds that off-the-job classroom training has a great impact on the productivity of the employees in her department.

However, she also observes that employees over 60 years of age don't seem to drive much benefit and do not improve with such training.

The Research Process; *Steps 4 & 5*

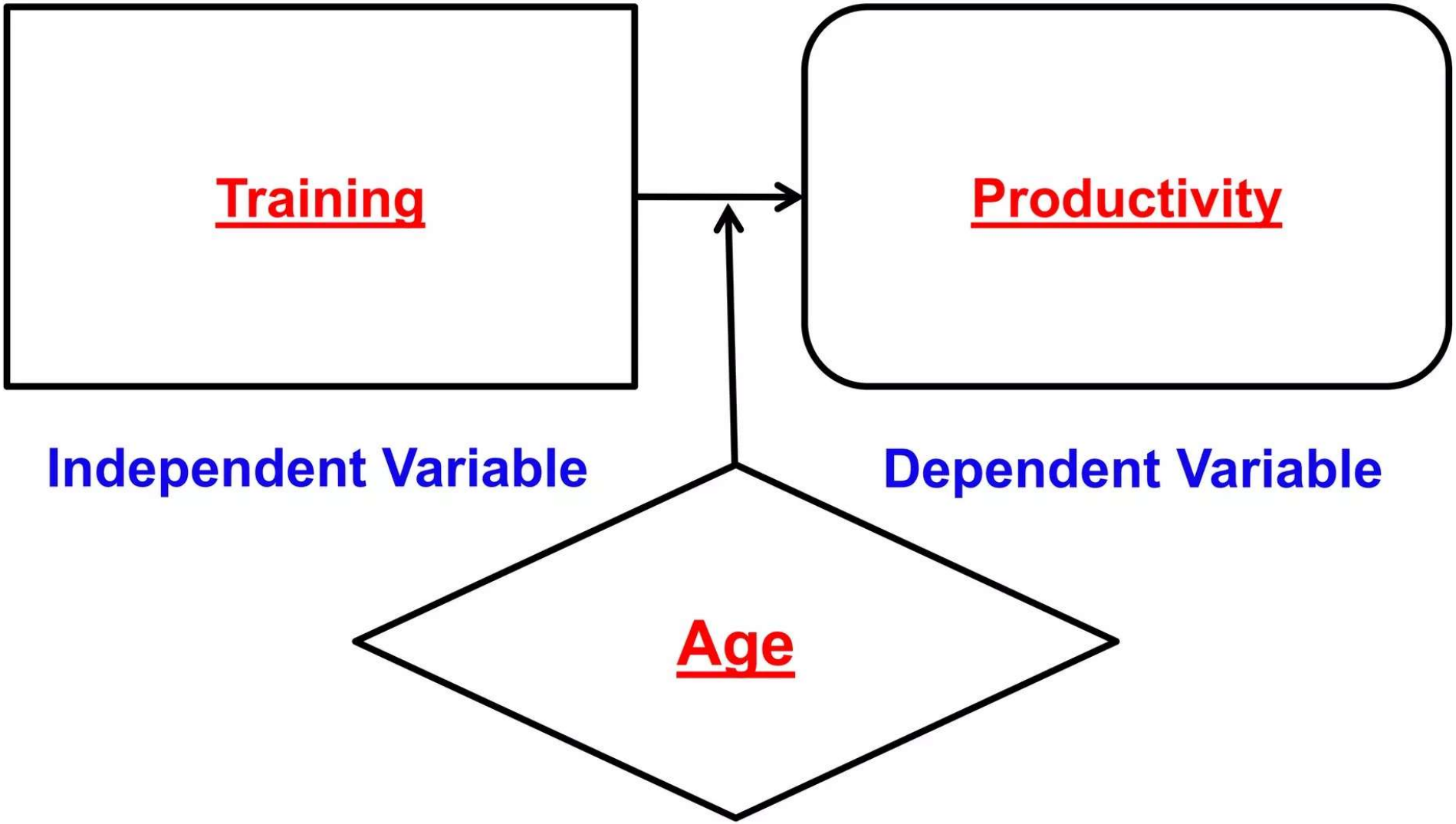
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The Research Process; *Steps 4 & 5*

Variables;



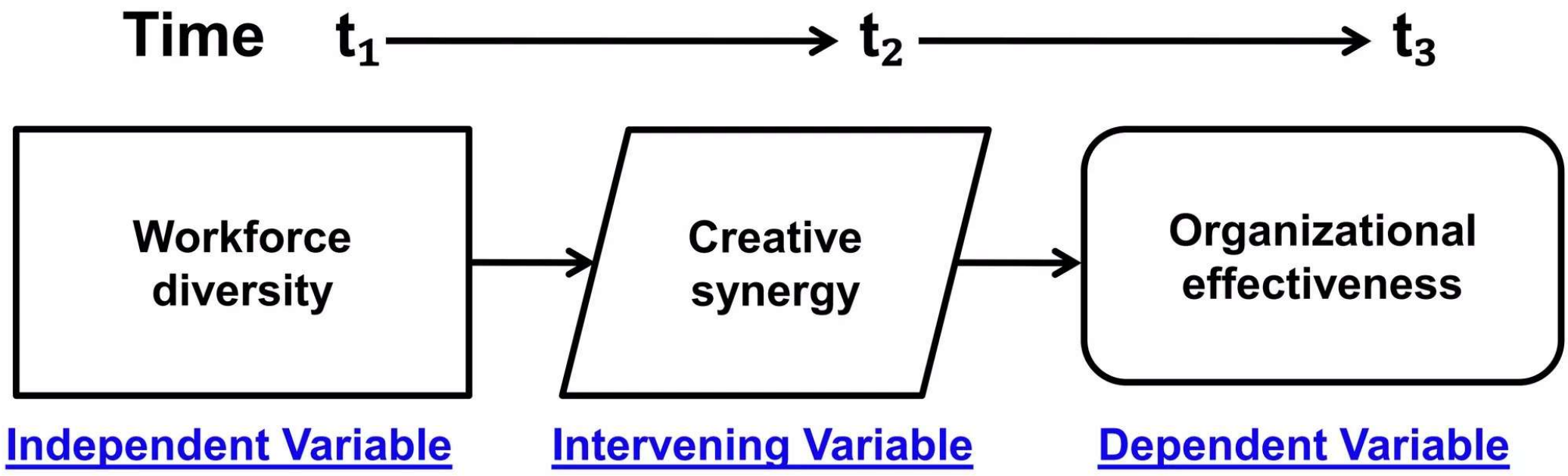
The Research Process; *Steps 4 & 5*

Intervening (Mediating) Variables;

i. A variable is one that surfaces between the time the independent variables start operating to influence the dependent variable and the time their impact is felt on it.

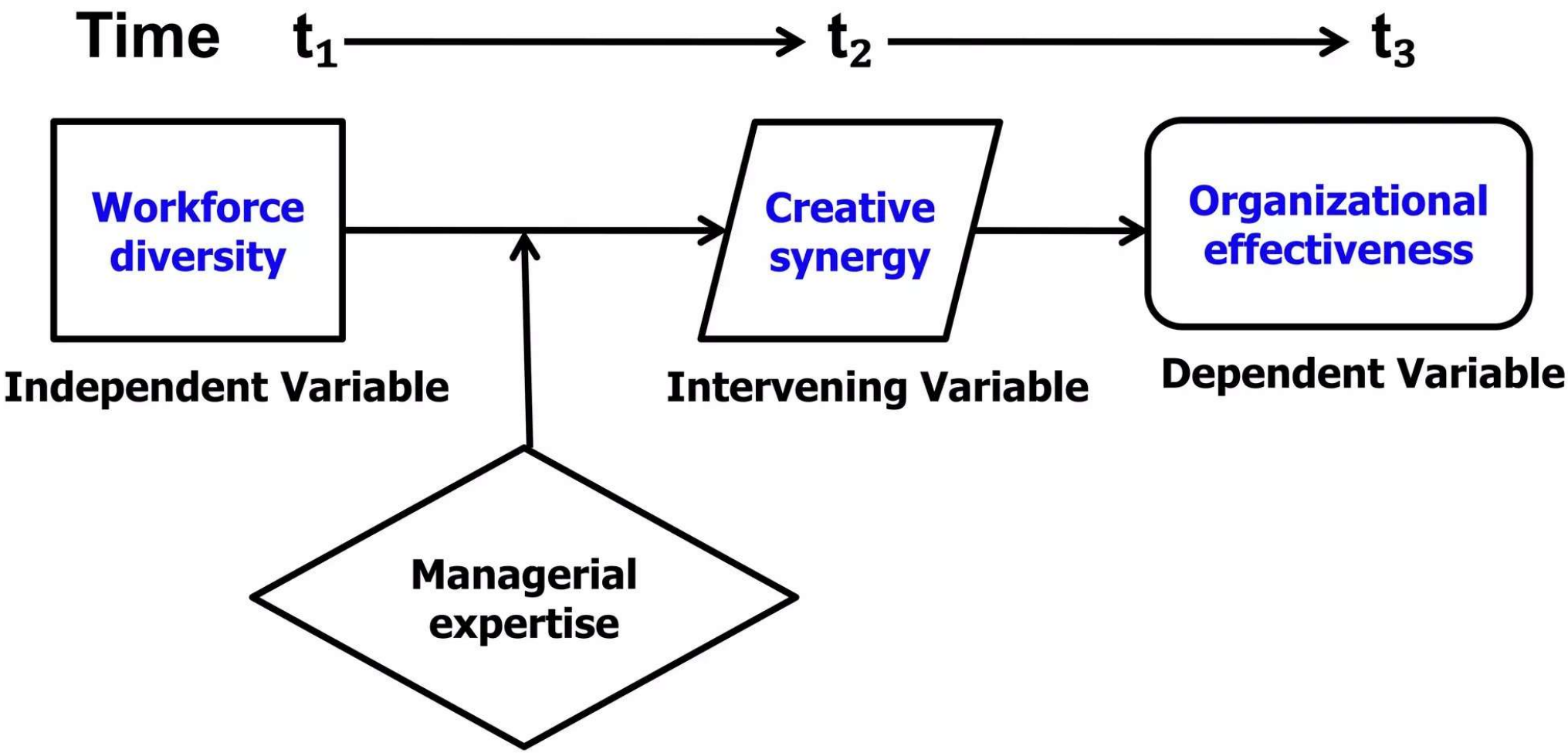
The Research Process; *Steps 4 & 5*

Relation between IV, DV and MV:



The Research Process; *Steps 4 & 5*

Relation between IV, DV, IV and MV:



The Research Process; *Steps 4 & 5*

Theoretical Framework:

- The theoretical framework is the foundation on which the entire research project is based.
- A good theoretical framework identifies and defines the important variables those relevant to the problem

The Research Process; *Steps 4 & 5*

Theoretical Framework:

- It is a logically developed, described, and elaborated network of associations among the variables deemed relevant to the problem situation and identified through such processes as interviews, observations, and literature survey.
- Experience and intuition also guide in developing the theoretical framework.
- The relationship between the literature survey and the theoretical framework

The Research Process; *Steps 4 & 5*

Components of the Theoretical Framework;

There are three basic features that should be incorporated in the theoretical framework.

1. **The variables considered relevant to the study should be clearly identified, defined.**
2. **A conceptual model that describes the relationships between the variables in the model should be given**
3. **There should be a clear explanation of why we expect these relationships to exist. The arguments could be drawn from the previous research findings.**

The Research Process; *Hypotheses*

Hypotheses Development;

The Research Process; *Hypotheses*

Hypotheses Development;

Definition;

- **A tentative, yet testable, statement which predicts what you expect to find in your empirical data.**
- **Hypothesis are derived from the theory on which your conceptual model is based and are often relational in nature**
- **A hypothesis can be defined as a logically conjectured (guess) relationship between two or more variables expressed in the form of a testable statement.**
- *If the pilots are given adequate training to handle midair crowded situations, air-safety violations will be reduced.*

The Research Process; *Hypotheses*

Hypotheses Development;

Definition;

- Relationships are conjectured on the basis of the network of associations established in the theoretical framework formulated for the research study.
- By testing the hypotheses and confirming the conjectured relationships, it is expected that solutions can be found to correct the problem encountered.

The Research Process; *Hypotheses*

Hypotheses Development;

In many cases the purpose of research is to answer a question or test a prediction, generally stated in the form of **hypotheses** (**-is**, singular form) -- testable propositions. Examples

Question	Hypothesis
Does a training program in driver safety result in a decline in accident rate?	**People who take a driver safety course will have a lower accident rate than those who do not take the course.**
Who is better in math, men or women?	**Men are better at math than women.**
What is the relationship between age and cell phone use?	**Cell phone use is higher for younger adults than for older adults.**
Is there a relationship between education and income?	**Income increases with years of education.**
Can public education reduce the occurrence of AIDS?	**The number of AIDS cases is inversely related to the amount of public education about the disease.**

The Research Process; *Hypotheses*

Hypotheses Development;

To put it another way, the fate of the research hypothesis depends upon what happens to H_o. testable statements

Research Hypothesis (testable statements)

1. Exercise leads to weight loss
2. Exposure to classical music increases IQ score
3. Extroverts are healthier than introverts
4. Sensitivity training reduces racial bias

Null Hypothesis (testable statements)

1. Exercise is unrelated to weight loss.
2. Exposure to classical music has no effect on IQ score.
3. Extrovert and introverts are equally healthy.
4. People exposed to sensitivity training are no more tolerant than those not exposed to sensitivity training.

The Research Process; *Hypotheses*

Statement of Hypotheses: Formats

a. If—Then Statements

- To examine whether or not the conjectured relationships or differences exist, these hypotheses can be set either as propositions or in the form of if—then statements. The two formats can be seen in the following two examples.
- Example: *Employees who are more healthy will take sick leave less frequently*.
- Example: *If* employees are more healthy, then they will take sick leave less frequently.

The Research Process; *Hypotheses*

Directional and Nondirectional Hypotheses:

- If, in stating the relationship between two variables or comparing two groups, terms such as positive, negative, more than, less than, then these hypotheses are directional
- The direction of the relationship between the variables (positive/negative) or the nature of the difference between two groups on a variable (more than/less than) is postulated below.

Example:

- *The greater the stress experienced in the job, the lower the Job satisfaction of employees.*

Example:

- *Women are more motivated than men.*

The Research Process; *Hypotheses*

Directional and Non-directional Hypotheses:

- **On the other hand, non-directional hypotheses are those that do hypothesize a relationship but offer no indication of the direction of these relationships.**
- **In other words, though it may be conjectured that there would be a significant relationship between two variables, we may not be able to say whether the relationship would be positive or negative.**

Example:

- There is a relationship between age and job satisfaction.
- There is a difference between the work ethic values of American and work ethic values Asian employees.

The Research Process; *Hypotheses*

Null and Alternate Hypotheses:

- **The null hypotheses is a proposition that states a definitive, exact relationship between two variables.**
- **It states that the population correlation between two variables is equal to zero or that the difference in the means of two groups in the population is equal to zero (or some *definite* number).**
- **In general, the null statement is expressed as no (*significant*) relationship between two variables or no (*significant*) difference between two groups.**
- **The alternate hypothesis, which is the opposite of the null, is a statement expressing a relationship between two variables or indicating differences between groups.**

Null: The new drug has no health benefits

Alternate: The new drug has health benefits

In this case the doctor should tend to doubt with the alternate hypothesis rather than the null, because if the researcher mistakenly rejects the null and the drug is indeed unsafe, this mistake would cost human lives!

The Research Process; *Hypotheses*

Hypotheses Development:

The null hypothesis in respect of group differences stated in our Example 5.18 would be:

$H_{0:}\ \mu_m = \mu_w$ $\qquad$ H_0: $\text{Mean}_m = \text{Mean}_w$

or

$H_{0:}\ \mu_m - \mu_w = 0$ $\qquad$ H_0: $\text{Mean}_m - \text{Mean}_w = 0$

The *alternate* for the above example would statistically be set as follows:

$H_{A:}\ \mu_M < \mu_W$ $\qquad$ H_A: Mean_m is less than Mean_w

which is the same as

$H_{A:}\ \mu_W > \mu_M$ $\qquad$ H_A: Mean_w is greater than Mean_m

The Research Process; *Hypotheses*

Hypotheses Development:

For the non-directional hypothesis of the mean group differences in work ethic values, in Example 5.20, the null hypothesis would be:

$$H_{0:}\ \mu_{AM} = \mu_{AS} \qquad \text{or} \qquad H_{0:}\ \mu_{AM} - \mu_{AS} = 0$$

where H_0 represents the null hypothesis, $_{AM}$ is the mean work ethic value of Americans and $_{AS}$ is the mean work ethic value of Asians.

The alternate hypothesis for the above example would statistically be set as:

$$H_{A:}\ \mu_{AM} \neq \mu_{AS}$$

where H_A represents the alternate hypothesis and $_{AM}$ and $_{AS}$ are the mean work ethic values of Americans and Asians, respectively.

The Research Process; *Hypotheses*

Hypotheses Development:

The null hypothesis for the relationship between the two variables in Example:

Ho: **There is no relationship between stress experienced on the job and the job satisfaction of employees.**

This would be statistically expressed by $H_0: \rho = 0$

Where "ρ" represents the correlation between stress and job satisfaction, which in this case is equal to 0 (i.e., no correlation).

The Research Process; *Hypotheses*

Hypotheses Development:

The alternate hypotheses for the above null, which has been expressed directionally in Example; can be statistically expressed as $H_A: \rho < 0$ (The correlation is negative.)

For Example 5.19, which has been stated non-directionally, while the null hypothesis would be statistically expresses as:

$$H_0: \rho = 0$$

The alternate hypothesis would be expressed as:

$$H_A: \rho \neq 0$$

The Research Process; *Hypotheses*

Hypotheses Testing:

1) State the null and the alternate hypotheses.

2) Choose the appropriate statistical test depending on whether the data collected are parametric or nonparametric

3) Determine the level of significance desired (*p= 05,* or more, or less).

The Research Process; *Hypotheses*

Hypotheses Testing:

4) See if the output results from computer analysis indicate that the significance level is met. If, as in the case of Pearson correlation analysis in Excel software, the significance level is not indicated in the printout, look up the critical values that define the regions of acceptance on the appropriate table [(t, F, χ^2)—see tables at the end of the book].
   a. This critical value demarcates the region of rejection from that of acceptance of the null hypothesis.

5) When the resultant value is larger than the critical value, the null hypothesis is rejected, and the alternate accepted. If the calculated value is less than the critical value, the null is accepted and the alternate rejected.

Topics to be covered

1) Introduction
2) How to approach the literature review
3) Searching for literature
4) Evaluating the literature
5) Documenting the literature review
6) Ethical issues

Introduction

A literature review ensures the following

- The research effort is positioned relative to existing knowledge and builds on this knowledge.
- You can look at a problem from a specific angle; it shapes your thinking and sparks useful insights on the topic of your research.
- You do not run the risk of "reinventing the wheel", that is, wasting effort on trying to rediscover something that is already known.

- You are able to introduce relevant terminology and to define key terms used in your writing. This is important because the same term may have different meanings, depending on the context in which it is used. Definitions will also help you to give structure to your essay, article or report.

- You obtain useful insights of the research methods that others have used to provide an answer to similar research questions. Knowledge of the research methods used by others allows you to replicate existing research, which will help you to relate your research findings to the findings of others.

- The research effort can be contextualized in a wider academic debate. In other words, it allows you to relate your findings to the findings of others.

The approaches of literature review

- Data sources
  - Textbooks
  - Journals
  - Theses
  - Conference proceedings
  - Unpublished manuscripts
  - Reports
  - Newspapers
  - The Internet

Searching for literature

1. Electronic journals.
2. Full-text databases. Full-text databases provide the full text of the article. Find out which full-text databases are provided by your library.
3. Bibliographic databases.
4. Abstract databases.

Evaluating the literature(1)

- Is the main research question or problem statement presented in a clear and analytical way?
- Is the relevance of the research question made transparent?
- Does this study build directly upon previous research?
- Will the study make a contribution to the field?
- Is there a theory that guides the research?
- Is the theory described relevant and is it explained in an understandable, structured, and convincing manner?
- Are the methods used in the study explained in a clear manner (description of methods)?
- Is the choice of certain methods motivated in a convincing way (justification of methods)?

Evaluating the literature(2)

- Is the sample appropriate?
- Are the research design and/or the questionnaire appropriate for this study?
- Are the measures of the variables valid and reliable?
- Has the author used the appropriate quantitative and/or qualitative techniques?
- Do the conclusions result from the findings of the study?
- Do the conclusions give a clear answer to the main research question?
- Has the author considered the limitations of the study?
- Has the author presented the limitations in the article?

What are In-Text Citations?

Generally, in-text citations are citations that cite that you have used another author's words.

For a direct quote: (include author's surname, the date published and page number if available).

Example:

One study found that "the listener's familiarity with the topic of discourse greatly facilitates the interpretation of the entire message" (Gass & Varonis, 1984, p. 85).

For a paraphrase or summary of author's ideas: (include author's surname, the date published and page number if available).

Example:

Many homeless experience isolation in part due to suffering from abuse or neglect during their childhood (Rokach, 2005).

Note: The example keeps the idea of the original writing but phrases it in a new way.

Introductory phrase

In-text citation: Author's surname and year of publication, full information about the source in the reference list

Direct quotation: Words in quotation marks, to indicate use of author's original words

Cinema has been an important part of Hong Kong culture for several decades. The films of Bruce Lee, Jacky Chan, Chow Yun Fat and many other performers are not only popular in the SAR; as Lu (2002) points out, locally-produced films have "long captured the enthusiasm and love of dedicated fans from all over the world" (p. 68). One of the most well-known forms of Hong Kong cinema is the martial arts film, which has undergone a number of changes in style and content over the past 40 years, ranging from straightforward action to *kung fu* horror (Riley, 2004). In order to understand the popularity of such films, it is useful to examine the place of kung fu in Hong Kong's sporting history.

Page number – shows the exact location of a direct quotation

Paraphrase /summary: Idea from source, expressed in your own words

Reference list: Provides full information for all of the in-text citations, usually at the end of the assignment

Reference list

Lu, S. (2002). Planet Hong Kong: Popular cinema and the art of entertainment. *Film Quarterly, 55(3), 68-70.*

Riley, L. (2004). Building a Hong Kong martial arts film collection. *Collection Building, 23(1), 24-33.*

Citing sources in text

- Now that we have shown you how to cite different types of sources on your References page, we will discuss how to cite these sources within the text of your paper.
- "Each reference cited in text must appear in the reference list, and each entry in the reference list must be cited in text" (APA, 2012, p. 174).
- Author and date must appear together, whether at the beginning or end of a citation.

Citing Sources – Signal Phrasing

- APA uses an author-date system for citing sources
  - Author (date)
  - (Author, date).

- A signal phrase is a word, phrase, or sentence that indicates to the reader that you will be including researched material.
  - According to Burroughs (2009),...
  - Burroughs (2009) stated that...

Citing Sources – Quotation

- Introduce the quotation with a signal phrase that includes the author's last name, followed by the year of publication in parentheses.
- Put the page number (p. #) in parentheses after the close of the quotation.
- If more than one author, use and.

> Tierney and Pearson (2011) assert that both reading and writing "are acts of composing" (p. 175).

Citing sources -Quotation

- If the author is not named in the sentence, place the author's name, the year, and the page number in parentheses after the close of the quotation.
- If more than one author, use &.

> Both reading and writing are "acts of composing" (Tierney & Pearson, 2011, p. 175).

Citing Sources – Summary or Paraphrase

- A page number is <u>not required</u> for a paraphrase or summary.
- Include the author's last name and the year either in a signal phrase introducing the material or in parentheses following it.

Tierney and Pearson (2011) suggest that in reading and writing, the individual is required to consider their own background of experience, the author, and the reader in order to negotiate meaning.

In reading and writing, the individual is required to consider their own background of experience, the author, and the reader in order to negotiate meaning (Tierney & Pearson, 2011).

Citing Sources – Multiple Authors

Type of Citation	First citation (in text)	Subsequent citations (in text)	Fist citation (parenthetical)	Subsequent citations (parenthetical)
Two authors	Walker and Allen (2004)	Walker and Allen (2004)	(Walker & Allen, 2004)	(Walker & Allen, 2004)
Three to five authors	Bradley, Ramirez, and Soo (1999)	Bradley et al. (1999)	(Bradley, Ramirez, & Soo, 1999)	(Bradley et al., 1999)
Six or more authors	Wasserstein et al. (2005)	Wasserstein et al., (2005)	(Wasserstein et al., (2005)	(Wasserstein et al., 2005)

Citing Sources – Missing Information

What information do you have?	Solution	Position A	Position B
I have both author and date	n/a	Author surname(s)	year
Author is missing	Substitute the title for the author name	*Title of Book* or "Title of Article"	year
Date is missing	Use "n.d." for "no date"	Author surname(s)	n.d.
Author and date are both missing	Combine solutions for author and date being missing	*Title of Book* or "Title of Article"	n.d.

(APA, 2013)

Johnson (n.d.) explains the concept of…

"Exploring Underwater Resources" (2012) defines excavation as…

Ethical issues

There are two important pitfalls that you have to beware of.

1. Purposely misrepresenting the work of other authors – that is, their viewpoints, ideas, models, findings, conclusions, interpretations, and so on.

2. Plagiarism – the use of another ' s original words, arguments, or ideas as though they were your own, even if this is done in good faith, out of carelessness, or out of ignorance.

Reasons for plagiarism seriousness

1. Plagiarism makes it is difficult for the reader to verify whether your claims about other authors and sources are accurate.

2. You are participating in a scientific debate. You need to make your position in this debate clear by designating the authors whose work you are building on or whose ideas you are challenging.

Questions