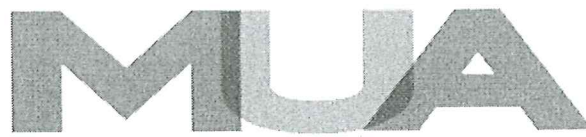


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**POSTGRADUATE UNIVERSITY EXAMINATIONS**  
**SCHOOL OF MANAGEMENT AND LEADERSHIP**  
**DEGREE OF DOCTOR OF PHILOSOPHY IN MANAGEMENT AND**  
**LEADERSHIP**

**DML 902: ADVANCED RESEARCH METHODOLOGY**

**DATE: 10<sup>TH</sup> DECEMBER 2024**

**DURATION: 3 HOURS**

**MAXIMUM MARKS: 50**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

**QUESTION ONE**

**Read the Case Study below carefully and answer the questions that follow:**

**UNIVERSITY RESEARCH AND INDUSTRY LINKAGE**

In global world today, generating new knowledge and converting it into new services and products which are useful in meeting the needs of the industry is crucial **to maintain and enhance** University competitiveness. In this context, the term industry has been used as a constituent of all the stakeholders who exert influence and with interest in the university research output. It refers to the larger economic sector including business community, agricultural and public sectors. Studies exploring linkages between higher education and industry have shown that having a strong symbiotic relationship between the two would enable the synergies to be exploited. This implies that performance of a higher learning institution should be measured in terms of quality of collaboration it has with industry. According to report by European Commission (2007), the need for effective knowledge transfer among public and private research institutions has never been greater than it is today.

Universities and other research institutions should understand that leadership in their respective fields depends upon collaborating productively with each other, in ways that support and reinforce their distinct yet complementary missions. The industry continually demands for relevant and competitive research findings which should be regularly disseminated by researchers (Ginies and Mazurelle, 2010). According to Eshiwani (1999), a university can only remain relevant if it responds promptly to the changing technology and emerging industry demands, by formulating proper collaborative strategies. The industry cannot afford to operate in isolation and must foster linkages with universities. Universities on the other hand, cannot ignore the industry which is the consumer products and services generated from university research. Ogawa (2002) studied 95 public and 597 private universities in Japan and noted that Japanese universities have historically been undergraduate school oriented organizations but in spite of that the core elements of importance are considered as teachers, their research orientation and their expertise. Martin (2000) **recognised that** universities should increasingly play a pivotal role in

applying research and innovation to address socio-economic problems and promote innovation for economic growth by forging strategic partnerships with the productive sector of the economy and national innovation systems. Chatterton and Goddard (2001) used collaborative research as an umbrella term for methodologies that actively engage communities and policy makers in the research process.

This implies that the university researchers, community-based organizations, and policy makers work together to frame the problems to be tackled and the questions that need to be answered, undertake the research and interpret the results in terms of their significance for community and policy change and disseminate the research findings and advocate for change. Collaborative research is engaged scholarship in action, in which university researchers, community members, and policy makers respect the knowledge that each partner brings to the discussion so that together they might know better how to understand the complex problems facing communities and how to design and implement research-based responses to those problems. Research is one of the core pillars of the university system. Publication of research findings in reputable journals is one of the ways in which these findings are widely disseminated to stakeholders. Court and Ghai (1974) noted that research and publishing by faculty has sharply dropped over the last few years. Due to heavy teaching responsibilities, brought about by the rising student numbers, plus the need to undertake part time teaching so as to make some extra money to supplement the meagre pay, faculty are not keen on undertaking meaningful research and publishing their work.

Different organizations use varying measures of performance. These measures may be quantitative or qualitative. Kaplan and Norton (2008) introduced balance scorecard which considers financial non-financial measures of performance such as internal business process, learning and growth and customer perspective. This study has appropriately used balanced score card to measure university performance. Resource based approach asserts that firm differences arise from situations where firms actively seek to differentiate themselves through their unique competencies and capabilities (Grant, 2010). He defined strategy as the link between the firm and its environment. It is broadly defined to include both goals and means of achieving

them. Mintzberg (1987) proposed five definitions of strategy, namely; strategy as a plan, a ploy, a pattern, a position and a perspective. Johnson and Scholes (2006) defined strategy as the direction and scope of an organization over the long term. Strategy thus consists of the means an organization chooses to move from its present state to its future. It focuses on future performance as an organizational link with the external environment and considers internal resources in order to attain a competitive advantage.

Theories of strategy embody specific explanations for why firms within and between industries differ in their performance. For example, the market positioning framework views differences between firms as resulting from the different characteristics of the markets they operate in. According to Yusuf (2007), collaboration between Universities and industries is critical for skills development (education and training), the generation, acquisition, and adoption of knowledge (innovation and technology transfer), and the promotion of entrepreneurship (start-ups and spin-offs). In general, little is known about the relationships between universities and industry in Africa. Empirical studies of university and industry linkages have majorly focused their on technologically developed countries. This is due to the fact that these linkages normally involve sophisticated research and innovation. Universities in developing countries, and particularly in Africa, are thought to lack the ability to engage more actively with industry players in the area of research (Sall, 2012).

**Required:**

- a) Referring to the article, examine conceptual, methodological and contextual gaps that would constitute a problem statement **(9 Marks)**
- b) Identify and explain the main study variables which may be investigated by a PHD student in this article. Further, construct a possible conceptual model to illustrate the possible relationships among the identified variables. **(8 marks)**
- c) Based on the variables identified in question 1 (b) above, formulate three specific objectives and their corresponding null hypotheses. **(6 marks)**
- d) Discuss any two alternative research designs you may use to undertake a research study on the problem identified in question one (a) above **(7 marks)**

**QUESTION TWO**

- a) You are undertaking a study on performance of enterprises in Kenya. Explain the concept of homogeneity and discuss how it can be attained through stratified random sampling when undertaking the study. **(5 Marks)**
- b) Read the passage given carefully and use it to construct any **five** possible questions observing, the critical essentials in questionnaire construction. **(5 marks)**

**CUSTOMER RETENTION**

Customer retention is paramount for a business, so as to guarantee continuous and stable revenue flow. Both customer and employee focus strategies are critical impetus in attracting and retaining loyal customers. There is really no point in over emphasising one side at the expense of the other. Although most studies have analysed separate influence of customer and employee focus on customer retention, this study sought to establish the deference in the degree of influence when customer and employee focus strategies are compared. Competing Values model of organizational effectiveness was used as the main theory anchoring the study. Cross-Sectional survey was adopted as the research design. The population of the study comprised fifty-seven (57) SMEs within Nakuru town Kenya. Primary data was collected using structured questionnaires.

**QUESTION THREE**

An educational researcher is interested in the relationship between students' participation in two after school programmes and academic achievement. She states the following hypothesis in the description of her study:

**Children who participate in an after school program that emphasizes critical thinking skills will score higher on measures of academic achievement than students who participate in a program that emphasizes rote memorization.**

**Required:**

- a) Suggest and justify a statistical test you could use to test the above hypothesis. Suggest and explain statistical evidences you may use to aid decision making on the test results **(3 marks)**

- b) Briefly explain the concepts of qualitative and quantitative research methods  
(2 marks)
- c) Write a full description of the differences between qualitative and quantitative research methods  
(5 marks)

#### QUESTION FOUR

- a) During hypothesis testing, a researcher may either reach correct decision or wrong decision. Use a model example to analyze scenarios that may lead to wrong decisions and correct decisions  
(5 Marks)
- b) During thesis report writing, interpretation requires a great skill and dexterity on the part of researcher. Why is this so? Discuss the steps that describe the technique of interpretation.  
(5 Marks)