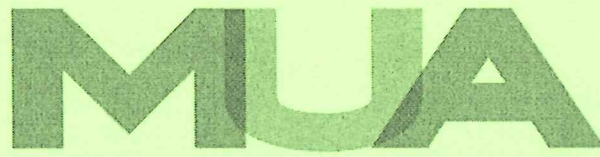


The
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POSTGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF DOCTOR OF PHILOSOPHY IN MANAGEMENT AND
LEADERSHIP

DML 902: ADVANCED RESEARCH METHODS

DATE: 10th AUGUST 2023

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: CASE STUDY

Read the following case and attempt the questions that follow:

Though leadership is crucial for the success of any organisation, organisations may experience ineffective leadership which leads to failure of these organisations.

The board of Company X is concerned about its leadership team's performance given declining organisation performance. The company has decided to launch a study into the matter. In particular, perceptions by staff of the leadership as well as discussions with staff on what the leadership problem could be in the organisation is being considered.

Staff are of various categories: senior managers, middle managers and operational staff. The leaders and their staff are geographically dispersed across the operations of the company and that some differences manifest in how the various geographical locations perform.

Some members think that there is need for clarity of the vision and mission of the organisation given the fast changing market place needs while others feel demotivated. Meanwhile, the declining fortunes of the company in terms of sales and brand image continue to imperil it; the existing customer service appears not to be helping either.

In a recent company board meeting, it was decided that the cause of the problem should be investigated and the findings used to make informed decisions that can improve performance.

Further, a recent leadership survey suggests that leaders' cognition may play a role in their effectiveness.

REQUIRED

- a) Assess Company X's Board's dilemma from a research perspective (5 marks)

- b) Discuss the possible research paradigm that is suitable to investigate the leadership problem at Company X (5 marks)
- c) Propose and justify the study design that should be conducted (4 marks)
- d) Formulate an analytical model specification and operationalize the pertinent variables on which data should be collected and analysed (2 marks)
- e) Evaluate the limitations the limitation of your proposed methodological approach may suffer (4 marks)
- f) Discuss the measurement in relation to the problem to be studied at Company X (5 marks)
- g) Describe and justify the sampling procedure that would be suitable for studying the leadership problem at Company X (5 marks)

QUESTION TWO

- a) There are various approaches to conducting literature review. Describe how an systematic literature review should be conducted (5 marks)
- b) Discuss the ordinal and nominal level of measurement and suggest the analytical methods that data collected at these levels of measurement should be be subjected to in research (5 marks)

QUESTION THREE

- a) Certain tests need to be carried out on data before a suitable analytical method for its analysis is chosen. A PhD student conducted such tests and concluded that

linear regression analysis was not suitable for the data. Propose the characteristics of the data that made it classical linear regression analysis unsuitable (6 marks)

- b) Demonstrate the ethical considerations would you make prior to conducting a management research (4 marks)

QUESTION FOUR

- a) Any research endeavour should be preceded by a proposal. Describe the content of a research proposal (4 marks)
- b) "Both parametric and non-parametric tests are applicable in in research". Explain this statement (3 marks)
- c) Explain the test you would use to assess the association between gender and preference of a leadership training program. (3 marks)