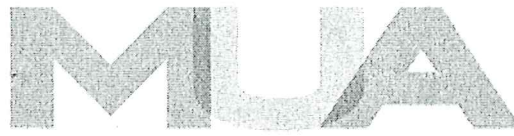


The
Management
University
of Africa



Sponsored by the Kenya Institute of Management

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

DML 902: RESEARCH METHODOLOGY

DATE: 3RD AUGUST 2019

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:

AN ARTICLE EXTRACT

Strategic management practices and organizational performance in higher learning institutions goes together, but studies show that most private universities around the world place less emphasis on making effective strategy for improved performance (Stahl, Sharplin, Peter & Grigsby, 2014). Recent studies done in Kenya over the past years, show that public universities in Kenya have faced many challenges (Poddar, Gadhave, Pearce & Robinson, 2013). Among these challenges are: enrollment beyond their capacity to plan and finance, fiscal challenges beyond their control, decline in quality beyond their anticipation, and weak management practices. To help solve some of these problems, private universities have increasingly emerged and gained ground in the country as an alternative to higher education provision (Oketch, 2013). Major management theories such as those of Chandler (1962) and Child (1972), both cited in Meier, O'Toole, Boyne and Walker (2014) emphasized that private firm can exercise strategic choice, even in the face of external constraints. The way and manner they face strategic issues can affect the overall growth and development of the organization. It goes without saying that the strategic framework must also address fundamental issues such as resource base, infrastructure constrains, appropriate level of technology and raw materials input. As growth intensifies in the higher education sector, private universities are forced to craft superior strategies that will help them gain a competitive edge against their competitors. Previous studies have focused on alignment of strategies to achieve goals adopted by Universities in Kenya (Kitoto, 2005). Strategic alignment is basically considered to comprise (a) customer alignment (b) People alignment and (c) Process alignment. Mutua (2004), explored the strategies adopted by Kenyan Universities and the challenges experienced in implementing these strategies. He focused on the responses to changing environment. The researcher established that the universities face many challenges but the greatest of them all is competition from other institutions. Despite increased attempts to develop strategies for private Universities,

not much has been achieved in terms of effective alignment of the strategic plans (Olsen, 2005). According to GoK Universities report (1990), although most research work has been carried out on problems facing Universities with reference to strategy alignment, the studies seem to concentrate on other fields such as health, government departments and public universities. However, not much attention has been given to private universities in Kenya. Consequently, the researcher will concentrate on private universities and different strategic alignment approaches adopted by the universities in order to survive in this era of great competition.

Required:

- a) Referring to the article, construct any possible appropriate research topic containing independent, moderating, mediating and dependent variables that researcher may use to investigate the concerns raised in the article (6 Marks)
- b) Construct at least **three** null hypotheses to test possible relationships between the four variables identified in question 1 (a) above. (3 marks)
- c) Descriptive research design is commonly used in social science studies. Distinguish the **three** main descriptive designs and explain the most appropriate one for the study identified in question 1 (a) above (7 Marks).
- d) Construct a conceptual model to diagrammatically show the possible relationships among the variables identified in question 1 (a) above. Under each main variable, identify and indicate in the diagram, at least one sub-variable for operationalization (5 marks).
- e) As a researcher, you have decided to use multiple regression analysis to test the first hypothesis between independent and dependent variable in question 1 (a) above. Identify any three possible **sub-variables** as indicators of independent variable hence construct a linear multiple regression equation that would be used as a mathematical model to test the first hypothesis. Further, explain how you would conduct elasticity analysis for the established regression equation. (9 marks).

QUESTION TWO

- (a) A researcher wants to find out which of two bathing soaps A and B performs better;
 - (i) Discuss sampling technique(s) for this research. (2 Marks)
 - (ii) State the independent variable in the study. (1 Mark)

- (iii) Discuss the statistical test she can carry out to find out the soap that performs better than the other one. **(3 Marks)**
- (b) There are at least **four (4)** measurement scales. Using practical examples, briefly explain each scale with reference to data types. **(4 marks)**

QUESTION THREE

- (a) Research reports are the product of slow, painstaking, accurate inductive work. Outline and discuss the steps involved in writing a scientific report. **(5 Marks)**
- (b) Examine any **three** ethical considerations in relation to research study. **(5 marks)**

QUESTION FOUR

- a) A mixed (boys and girls) school has a population of 1000 students in grades six, seven and eight. A researcher wants to interview 100 students from the school. Copy and complete the table below: **(5 Marks)**

Sampling Technique	Explanation of how the technique will be implemented
Simple Random Sampling	
Stratified Sampling	
Convenience Sampling	
Quota Sampling	
Snow ball Sampling	

- b) Questionnaire construction is a critical stage in scientific research. Explain any **five** essentials of a good questionnaire **(5 marks)**