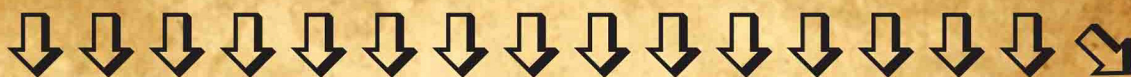




Foreword by Ashoka Chandra - Former Special Secretary, Education, Ministry of HRD



RESEARCH METHODOLOGY

CONCEPTS AND CASES

DEEPAK CHAWLA
NEENA SONDHI



$$Y = \alpha + \beta X + \gamma D + U$$
A row of 5 upward-pointing arrows, with the first one being a different style (a right-pointing arrow).

Research Methodology

Concepts and Cases

Research Methodology

Concepts and Cases

Dr Deepak Chawla

Professor

International Management Institute (IMI)

New Delhi

Dr Neena Sondhi

Professor

International Management Institute (IMI)

New Delhi



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To the memory of my

Parents

(Late) Shrimati Sushila Devi Chawla and (Late) Shri Lila Dhar Chawla

Brothers

(Late) Prof. R.C Chawla

Retd Principal, Govt Bikram College of Commerce, Patiala

(Late) Dr Dinkar Chawla, MBBS, MS

Senior Surgeon

and

Sister and Brother-in-law

(Late) Mrs Kiran Makhiya and (Late) Mr Vinay Makhiya

Deepak Chawla



To my parents

Sudershan & Shashi Ghai

for their unselfish love and nurturance

To my husband

Anil,

my inspiration and strength

To my children

Kanika & Kartik

for their everlasting belief in me

To all my Gurus and teachers

who taught me all that I know....

Neena Sondhi

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Foreword

An important pillar of the bridge that connects 'Management as Art' to 'Management as Science' is a foundation course in Research Methodology, which MBA students are required to take. It is a basis for inculcating 'research as a value' for effective decision-making, a value which is difficult to imbibe when the course is seen merely as an academic one, where theoretical foundations and concepts have to be learnt more as necessary obstacles to be overcome in the journey to acquire an MBA, but with little prospect of utilizing the knowledge in practical situations they would encounter later in their professional lives. This is precisely the challenge that the authors have sought to address in this book.

Professor Deepak Chawla is a reputed teacher of Statistics, Research Methodology, Marketing Research and Business Forecasting, having long years of experience in teaching these subjects to MBA students. He is a seasoned researcher and scholar, with contributions in various functional areas of management like Marketing, Finance, Economics and, most recently, in Knowledge Management. Professor Neena Sondhi is a distinguished academic in the area of Marketing, Research Methodology and Marketing Research. She brings extensive experience of teaching and applying research methodology to management problems. The two have produced a book that can be read at two levels simultaneously—at one level for the exposition of the discipline of statistics and for its intrinsic beauty and concepts, and at another, for the techniques and methodology of research for their power and sweep of applications. The authors, through a carefully chartered path into Research Methodologies, systematically ease the student's journey into researching a whole spectrum of management problems, analysing them, and then drawing meaningful and utilizable conclusions.

A noteworthy and invaluable feature of this book is the large number of cases drawn from a variety of situations that help the students understand the concepts and applications of different techniques. Two cases run throughout the book and provide a constant backdrop for learning the concepts and methodologies that are discussed as one progresses through the book. Thirty-five end-of-chapter cases help show how in different real contexts the statistical concepts and research methodologies are indeed applied. Another noteworthy feature is the extensive SPSS applications on problems and cases. Indeed, many problems have been worked out and discussed using both conventional methods and SPSS software. Furthermore, in order to anchor the treatment to reality, real-life data have been used for the cases.

This is a book by teachers who understand what difficulties the students face, what conceptual cul-de-sac they can get into, the difference between knowing a technique and applying it successfully. Therefore, they have kept the students' needs directly in view while deciding on the style and treatment of the subject and its scope. This is a book that students will enjoy learning from. It is also a book that other teachers of Research Methodology to management students will find useful.

I commend the authors for bringing out a truly valuable textbook.



Professor Ashoka Chandra

Former Special Secretary, Education, Ministry of Human Resource Development, Government of India

Currently, Principal Adviser to International Management Institute (IMI),

Chairman, Centre for Management of Innovation and Technology, IMI, and

Chairman, Centre for Social Sector Governance, IMI.

Preface

Every truth has four corners: as a teacher I give you one corner, and it is for you to find the other three.

...Confucius

Research Methodology: Concepts and Cases is like Confucius' corner, a tool, an ever-evolving and changing process that will always take on different nuances based on the unique philosophy of every reader and researcher who uses it. But it is our staunch belief that once you have reached the last page of this volume, the other three corners—which might vary, based on a researcher's area of interest—will not seem to be such a daunting task. Research would then become a simplified, practical and necessary path that you would confidently undertake.

The significance of business research in the Indian context gained increasing impetus in the early 1990s, with the major economic reforms implemented post liberalization by the Indian government. India was a growing and lucrative market, with a huge exodus towards urban living. Thus, a number of multinationals decided to set up their business here. However, they needed to understand the Indian consumer, the marketplace, the operating systems and most significantly, the competition; and one of the ways which could make this possible was through research. On the other hand, since the market was spoiled for choice and the buyer rather than the seller was dictating the terms, Indian companies had to revisit the way they would need to conduct their business. Hence, the value of business research to seek specific answers became important. Research in marketing was an existing reality but the scope had widened and from simple consumer studies, organizations had started looking at advertising research and new product research in a big way. Simple percentages and pie charts were no longer sufficient; more accurate and focused findings that could be effectively built into business strategies were required.

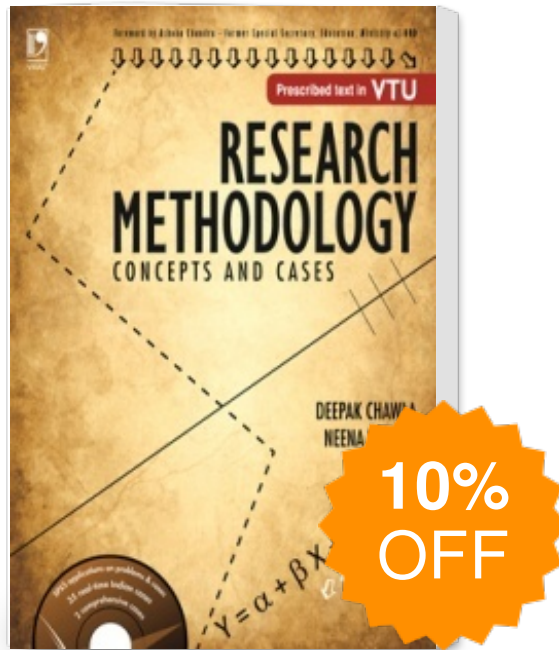
This increasing significance and usage of research tools were not isolated just to the marketing domain. Other areas of business like finance and human resources were also relying on and greatly benefitting from research undertaken for specific purposes. With a number of BPOs and KPOs being set up by organizations from developed countries, job opportunities for the Indian working population were increasing by leaps and bounds. The flip side of this was that companies started facing increasing attrition, organizational stress and dissatisfied employees. As a measure to retain and nurture human capital, a number of studies were carried out on employee satisfaction, career planning, work-life balance, organizational climate surveys, training need analysis and other related areas.

Behavioural finance was an area that even financial analysts who were earlier skeptical about structured research study, now recognized as an important emerging area of research. Investment decisions were an area of concern not only for the Indian investor but also for companies offering the financial instrument. Thus, financial research took on a new meaning in this panorama. Competition from domestic and international players forced even the existing market leaders into improving business efficiency through operations research and real-time analysis.

Research, which was once an academic exercise carried out mostly by research scholars and doctoral students, was fast becoming an important technique that was a critical part of any business school curriculum. It was no longer regarded as a theoretical, insignificant course; both the learner and the recruiter had understood that this was going to be an extremely important *modus operandi*, which could add tremendous value to any job role. At the workplace too, managers who outsource research must also be able to understand and evaluate the merit of research findings.

However, despite the present need and significance of business research, we, as teachers of this course on Business Research, have, for some time now, been aware that though business managers require to equip themselves to handle the unique needs of the fiercely competitive Indian industrial realm, the material and books available on the subject are not adequate enough to handle the complexity and technological advancements that have taken place in the area. Either the text is too mathematical for those who do not have a mathematical background, or if the statistical techniques have been addressed in detail, the business interpretation is missing, leaving the readers clueless on how to make any sense of the obtained numbers by converting them into business decisions. There are good books on qualitative research but they lean more towards the abstract; readers then find it difficult to understand and apply to them for their specific needs.

RESEARCH METHODOLOGY



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Author : **Deepak
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