QUALITATIVE RESEARCH METHODOLOGIES AND TECHNIQUES I

Professor: **JULIO DE CASTRO**

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Professor of Strategy and Entrepreneurship Management

Julio Orlando de Castro's infectious enthusiasm and wry sense of humour makes it easy to become interested in what he has to say about strategy and entrepreneurship. And as someone who comes from the Dominican Republic and who has consulted for companies both in the US and elsewhere, he has plenty of stories to tell when it comes one of his main areas of study - the way cultural variances have an impact on entrepreneurship in different parts of the world.

Prof de Castro is fascinated by how the American entrepreneurship spirit is migrating across the Atlantic to Europe, which has traditionally lagged behind the US on this front. Another of his areas of focus is the nature of entrepreneurship among women and Hispanics. "I look at questions of context and conditions and what implications they have for public policy," he says. "What's interesting is that the way people interpret cues in the environment may play a role in their decision to become an entrepreneur. So what you have to do to foster entrepreneurship in the US may be very different from what you do in the UK or in Spain."

The process of privatisation is another area of interest for Prof de Castro, particularly in former communist states and less developed countries. He is also keenly following the nature of technology transfer and its effects on new venture creation - especially with respect to piracy.

Prof de Castro - whose work has appeared in publications such as his work the Academy of Management, Journal of International Business Research, the Journal of Business Venturing, and the Journal of Management Studies - believes that companies need to recognise conditions where it can play a positive role in creating a market and building a brand. "What's interesting is you're starting to see some evidence of companies taking a more strategic approach to this," he says.

Academic Background

PhD in Business Administration, University of South Carolina, USA
Degree in Industrial Engineering, Universidad Católica Madre y Maestra, Dominican Republic

Academic Experience

Professor of Entrepreneurship and Strategy, Instituto de Empresa, 2003 to present
Chair, PhD Program
Associate Dean of Research, Instituto de Empresa, 2003 to present
Member of the Board of Governors, Academy of Management, 2003 to present
Member of the Board of governors and treasurer, Iberoamerican Academy of Management
Associate Professor of Strategy and Organisation Management, University of Colorado at Boulder, USA, 1997 to 2001
Assistant Professor of Strategy and Organisation Management, University of Colorado at Boulder, USA, 1989 to 1997
Visiting Professor, Instituto de Empresa, 2001 Visiting Professor, Universidad Carlos III de Madrid, 1999
Visiting Professor, Universidad Católica Madre y Maestra, Dominican Republic, 1993, 1995

Corporate Experience
Production Manager, Productos La Estrella, Dominican Republic, 1983 to 1984
Consulting and specialised seminars for organisations such as Grupo BHD, Banco BHD, Aeromar Airlines and Centro Gerencial Meta

PROGRAM

- To provide the student with an understanding of the fundamentals of applied research methodology, providing both an understanding of the theory behind research methodology, and basic skills in the design and execution of empirical research for answering management and policy research questions.
- This course is also designed to help you evaluate and understand empirical research.
- To develop a knowledge framework and the analysis skills that will contribute to your development in terms of application of research methods.

Research methods play an important role in our ability to understand, and conceptualize the field of management and the possible contribution to management practice. It has been my experience that the greatest problems for new researchers come from translating concepts into methods. We are usually taught those things individually and sometimes it is not easy to make the connection. This class is designed to help in that regard.

SESSION 1
The language of research & Conceptualization: the role of theory

Readings:

- Trochim: The Yin and the Yang of Research (preface), Ch1 ®
- (*)Kerlinger. Ch1®
- Feldman, D. C (2004). What are We Talking About When We Talk About Theory? Editorial / Journal of Management 2004 30(5) 565–567®
- Davis M. S. (1971). That's Interesting! Towards a Phenomenology of Sociology and a Sociology of Phenomenology Phil. Soc. Sci. 1 309-344 (Modified) ®
- Why Executives should Care about Theory. Clayton M.Christensen and Michael E. Raynor. Harvard Business Review. Sept. 2003®

B.C.: Chapter 1 - Science and the Scientific Approach (Kerlinger)
R.A.: What are We Talking About When We Talk About Theory? (Journal of Management)
T.N.: That's Interesting
P.C.: Why Hard-Nosed Executives Should Care About Management Theory (R0309D-PDF-ENG)
Other interesting readings on theory (not required)

- Whetten (1989) What constitutes a theoretical contribution. Academy of Management Review. 14(4): 490-495 (e)
- Sutton, R.I. and Staw, B.M. (1995). What theory in not. <u>Administrative Science Quarterly</u>. 40: 391-397.(e)
- Karl E. Weick - "Theory Construction as Disciplined Imagination"(e)
- Jeffrey Pfeffer - "Barriers to the Advance of Organizational Science: Paradigm Development as a Dependent Variable"(e)
- Van de Ven A.H. 1989. Nothing is quite so practical as a good theory. <u>Academy of Management Review</u>, 14: 486-489.(e) A Great Example of Theoretical Work.
- McGrath (1999)Falling forward: Real options reasoning and entrepreneurial failure. <u>Academy of Management Review</u>.(e)

This is a **<u>VERY</u>** intensive reading and discussion course intended to provide a basis for your understanding of the research process and to examine current theoretical and methodological issues in the area of management. This course is a seminar, utilizing a mix of **very** little lecture and a lot of discussion. I am not a lecturer in this seminar. I will serve as the coordinator and class director, but the majority of the time the participants will be directing the discussion. The dictionary defines a seminar as a "group of students studying under a professor with each doing original research and all exchanging results through reports and discussion" and I intend this seminar to operate in that fashion. We will have discussions based on our textbooks and on other readings and articles. I will begin each class with a short introduction of the subjects, and our meet the researcher feature. Finally, the topic leader will help lead the discussion of the papers, readings and articles assigned to him/her. **Helping to Lead the discussion does not mean presenting.** Topic leaders are responsible for developing and asking though-provoking questions that examine each topic thoroughly, of structuring debate, and of eliciting participation.

Does this mean that only the topic leaders are responsible for reading the articles? **Au contraire!!!** Each student is responsible for reading each article and preparing for each day of class as if they were the topic leaders for each section and paper (I said this was a lot of work). The idea is not to regurgitate what is in the paper (I can read, so I do not need the paper read for me) but to examine, why is it important to read and understand this paper, how have the theory, execution and methodology of this paper advanced knowledge in this area.

Each student is expected to present at the end of the class a 20 to 30 page manuscript on a topic of your interest (preferably your possible thesis idea), with an emphasis on applications of management to a business problems, that you would develop into a paper suitable for submission to the academy of management national meetings or a suitable substitute (to be discussed with me). Possible suitable substitutes include the Babson entrepreneurship conference, the meetings of the Strategic Management Society, and the Academy of international business meetings). For this paper I am going to concentrate on examining the research design of the paper. The paper could address any of the management areas discussed in the course, and should address the areas of study in which you want to develop further on. Discussions with the professor as to the nature and development of the paper should begin as soon as the class gets under way.

Paper should be completed by the last day of class and will be presented to the whole class and invited faculty members on that day. I expect **very high** quality work for this paper.
Readings are divided into required ® and electives (E). Elective readings might be useful when you chose to write a paper on a particular area.

SESSION 2
The language of research & Conceptualization: the role of theory

Readings:

- Trochim: The Yin and the Yang of Research (preface), Ch1 ®
- (*)Kerlinger. Ch1®
- Feldman, D. C (2004). What are We Talking About When We Talk About Theory? Editorial / Journal of Management 2004 30(5) 565–567®
- Davis M. S. (1971). That's Interesting! Towards a Phenomenology of Sociology and a Sociology of Phenomenology Phil. Soc. Sci. 1 309-344 (Modified) ®
- Why Executives should Care about Theory. Clayton M.Christensen and Michael E. Raynor. Harvard Business Review. Sept. 2003®

Other interesting readings on theory (not required)

- Whetten (1989) What constitutes a theoretical contribution. Academy of Management Review. 14(4): 490-495 (e)
- Sutton, R.I. and Staw, B.M. (1995). What theory in not. Administrative Science Quarterly. 40: 391-397.(e)
- Karl E. Weick - "Theory Construction as Disciplined Imagination"(e)
- Jeffrey Pfeffer - "Barriers to the Advance of Organizational Science: Paradigm Development as a Dependent Variable"(e)
- Van de Ven A.H. 1989. Nothing is quite so practical as a good theory. Academy of Management Review, 14: 486-489.(e) A Great Example of Theoretical Work.
- McGrath (1999)Falling forward: Real options reasoning and entrepreneurial failure. Academy of Management Review.(e)

SESSION 3

Session 3: The theory of sampling
Session 4: Problems and Hypotheses

Readings:

- (*)Kerlinger. Ch2,
- Trochim: Ch 2 (2-2 and on) ®

B.C.: Chapter 2: Problems and Hypotheses (Kerlinger)

- Also research does not have to be boring. Some interesting research: The 6th Annual Year in Ideas.The New York Times.
- (*)Kerlinger. Ch8,12®

SESSION 4

Session 3: The theory of sampling
Session 4: Problems and Hypotheses

Readings:

- (*)Kerlinger. Ch2,
- Trochim: Ch 2 (2-2 and on) ®

- Also research does not have to be boring. Some interesting research: The 6th Annual Year in Ideas.The New York Times.
- (*)Kerlinger. Ch8, 12®

SESSION 5

Intro to the concept of validity.Validity and research for practice
Readings:

- Trochim: Ch 2 (2-1) Ch3 (3-1) Ch 7 (7-1) Ch 12 (12-1) ®

Validity and reliability I

Other interesting readings on theory (not required):

- (*)Kerlinger 26,27 ®
- Peter, J. P. 1981. Construct validity: A review of basic issues and marketing practices. Journal of Marketing Research, 18: 133-145. (e)
- Linn, V., Graham, J.W., and Dienesch, R.M. 1994. Organizational citizenship behavior: Construct redefinition, measurement, and validation. Academy of Management Journal, 37: 765-802. (e).

SESSION 6

Intro to the concept of validity.Validity and research for practice
Readings:

- Trochim: Ch 2 (2-1) Ch3 (3-1) Ch 7 (7-1) Ch 12 (12-1) ®
- (*)Kerlinger 26,27 ® (2 sessions)

Validity and reliability I

Other interesting readings on theory (not required):

- (*)Kerlinger 26,27 ® (2 sessions)
- Peter, J.P. 1981. Construct validity: A review of basic issues and marketing practices. Journal of Marketing Research, 18: 133-145. (e)
- Linn, V., Graham, J.W., and Dienesch, R.M. 1994. Organizational citizenship behavior: Construct redefinition, measurement, and validation. Academy of Management Journal, 37: 765-802. (e).

SESSION 7

Validity and reliability II
Session 7: Intro to the concept of reliability
Session 8: Reliability and Research for Practice
R.A.: Research methodology in management: Current practices, trends, and implications for future research (Academy of Management Journal)
R.A.: Assessor training strategies and their effects on accuracy, interrater reliability, and discriminant (Journal of Applied Psychology)
R.A.: External validity is more than skin deep: Some answers to the criticisms of laboratory experiments (American Psychologist)

Other interesting readings on Validity and Reliability (not required)

- Scandura, T.A., & Williams, E.A. 2000. Research methodology in management: Current practices, trends, and implications for future research. Academy of Management Journal, 43(6): 1248-1264m
- Lievens, F. 2001. Assessing training strategies and their effects on accuracy, interrater reliability, and discriminant. Journal of Applied Psychology, 86: 255-264.(e)
- Berkowitz, P.M. 1982. External validity is more than skin deep: Some answers to the criticisms of laboratory experiments. American Psychologist, 37: 245-257. (e)

SESSION 8

Validity and reliability II

Session 7: Intro to the concept of reliability

Session 8: Reliability and Research for Practice

Other interesting readings on Validity and Reliability (not required)

- Scandura, T.A., & Williams, E.A. 2000. Research methodology in management: Current practices, trends, and implications for future research. Academy of Management Journal, 43(6): 1248-1264m
- Lievens, F. 2001. Assessing training strategies and their effects on accuracy, interrater reliability, and discriminant. Journal of Applied Psychology, 86: 255-264.(e)
- Berkowitz, P.M. 1982. External validity is more than skin deep: Some answers to the criticisms of laboratory experiments. American Psychologist, 37: 245-257. (e)

SESSION 9

Session 9: Survey Research and Experimental Design: The Basics

Session 10: Designing Survey Research for Practice

Readings:

- Trochim: Ch 4, Ch 5®

other interesting readings:

- Kerlinger 24 ®

SESSION 10

Session 9: Survey Research and Experimental Design: The Basics

Session 10: Designing Survey Research for Practice

Readings:

- Trochim: Ch 4, Ch 5®

other interesting readings:

Kerlinger 24 ®

SESSION 11

Session 11: Qualitative Research: The Basics

Session 12: designing Qualitative Research for Practice

Readings:

- Trochim: Ch 6, 8®
- Eisenhardt, K.: Building theories from case study research, <u>Academy of Management Review</u>, 1989, 14(4), (532-550) ®

R.A.: Building theories from case study research (Academy of Management Review)

R.A.: The collapse of sensemaking in organizations (Administrative Science Quarterly)

R.A.: Pacing strategic change: the case of a new venture (Academy of Management Journal)

Other interesting readings on theory (not required):

- Yin, Robert K. (1994). "Case Study Research: Design and Methods." Second Edition. Applied Social Research Methods Series, Volume 5, Thousand Oaks, CA, Sage Publications. (e)

Two great examples of qualitative researc:

- Weick (1993). The collapse of sensemaking in organizations. <u>Administrative Science Quarterly</u>. (e)
- Gersick, Connie J.G. (1994). Pacing strategic change: the case of a new venture. <u>Academy of Management Journal</u>. 37(1). 9-45(e)

SESSION 12

Session 11: Qualitative Research: The Basics

Session 12: designing Qualitative Research for Practice

Readings:

- Trochim: Ch 6, 8®
- Eisenhardt, K.: Building theories from case study research, <u>Academy of Management Review</u>, 1989, 14(4), (532-550) ®

Other interesting readings on theory (not required):

- Yin, Robert K. (1994). "Case Study Research: Design and Methods." Second Edition. Applied Social Research Methods Series, Volume 5, Thousand Oaks, CA, Sage Publications. (e)

Two great examples of qualitative researc:

- Weick (1993). The collapse of sensemaking in organizations. <u>Administrative Science Quarterly</u>. (e)
- Gersick, Connie J.G. (1994). Pacing strategic change: the case of a new venture. <u>Academy of Management Journal</u>. 37(1). 9-45(e)

SESSION 13

Session 13: Designing Designs for Research/ Contemporary Issues in Research Design

Session 14: Ethics and Research

Readings:

- Trochim: Ch 9, 10 11, Ch 1 (1-3) ®
- (*)Kerlinger 17 ®

B.C.: Chapter 17 - Ethical considerations in conducting behavioral science research (Kerlinger)

SESSION 14

Session 13: Designing Designs for Research/ Contemporary Issues in Research Design
Session 14: Ethics and Research

Readings:

- Trochim: Ch 9, 10 11, Ch 1 (1-3) ®
- (*)Kerlinger 17 ®

SESSION 15

Session 15: Writing for Publishing I

Readings:

- Huff, A.S. (1999) Writing for Scholarly Publication. Sage Publications ®

Writing for academic journals:

R.A.: Writing for Scholarly Publication

SESSION 16

Session 16: Writing for Publishing II. Getting your work published.

Readings II:

- Daft, R.L. (1995). Why I Recommended That Your Manuscript Be Rejected and What You Can Do About It. In L.L. Cummings & P.J. Frost (Eds.), "Publishing in the Organizational Sciences", (2nd Ed.). Sage Publications, Thousand Oaks, Calif., p. 164-182. ®
- Daft, R.L. 1983. Learning the craft of organizational research. Academy of Management Review, 4: 539-546.®

B.C.: Why I Recommended That Your Manuscript Be Rejected and What You Can Do About It (Publishing in the Organizational Sciences)
R.A.: Learning the craft of organizational research (Academy of Management Review)

SESSION 17

Session 17: On Research Relevance

Readings:

- Editor's Foreword: Carrying Sumantra Ghoshal's Torch: Creating More Positive, Relevant, And Ecologically Valid Research. Academy Of Management Journal 2007, Vol. 50, No. 4, 745–747.
- Academic Research That Matters To Managers: On Zebras, Dogs, Lemmings, Hammers, And Turnips. Anita M. Mcgahan. Academy Of Management Journal 2007, Vol. 50, No. 4, 748–753.
- "I Shall Not Remain Insignificant": Adding A Second Loop To Matter More. Freek Vermeulen. Academy Of Management Journal 2007, Vol. 50, No. 4, 754–761.
- Research And Relevance: Implications Of Pasteur's Quadrant Programs And Faculty Development. Michael Tushman, Charles O'Reilly Iiil. Academy Of Management Journal. 2007, Vol. 50, No. 4, 769–774.
- In Search Of Ambidextrous Professors. Costas Markides. Academy Of Management Journal. 2007, Vol. 50, No. 4, 762–768.
- Tent Poles, Tribalism, And Boundary Spanning: The Rigor-Relevance Debate In Management Research. Ranjay Gulati. Academy Of Management Journal. 2007, Vol. 50, No. 4, 775–782.

R.A.: Editor's Foreword: Carrying Sumantra Ghoshal's Torch: Creating More Positive, Relevant, And Ecologically Valid Research (Academy Of Management Journal)

R.A.: Academic Research That Matters To Managers: On Zebras, Dogs, Lemmings, Hammers, And Turnips (Academy Of Management Journal)

R.A.: I Shall Not Remain Insignificant: Adding A Second Loop To Matter More (Academy Of Management Journal)

R.A.: Research And Relevance: Implications Of Pasteur's Quadrant Programs And Faculty Development (Academy Of Management Journal)

R.A.: In Search Of Ambidextrous Professors (Academy Of Management Journal)

R.A.: Tent Poles, Tribalism, And Boundary Spanning: The Rigor-Relevance Debate In Management Research (Academy Of Management Journal)

SESSION 18

Measuring the impact of our work

- A revealed preference study of management journals' direct influences.Alireza Tahai; Michael J Meyer Strategic Management Journal; Mar 1999; 20, 3; ABI/INFORM Global pg. 279®
- AMJ Editors Forum On Citations:
- Academy Of Management Journal Editors' Forum on Citations Editor's Foreword Academy Of Management Journal 2007, Vol. 50, No. 3, 489–490.
- What Causes A Management Article To Be Cited Article, Author, Or Journal? o Timothy A. Judge, Daniel M. Cable, Amy E. Colbert, Sara L. Rynes Academy Of Management Journal 2007, Vol. 50, No. 3, 491–506.
- Citations To Management Articles: Cautions For the Science About Advice For The Scientist. Daniel R. Ilgen. Academy Of Management Journal 2007, Vol. 50, No. 3, 507–509.

R.A.: A revealed preference study of management journals' direct influences (Strategic Management Journal)

R.A.: AMJ Editors Forum On Citations Editor's Foreword (Academy of Management Journal)

R.A.: What Causes A Management Article To Be Cited Article, Author, Or Journal? (Academy Of Management Journal)

R.A.: Citations To Management Articles: Cautions For the Science About Advice For The Scientist (Academy Of Management Journal)

SESSION 19
Presentations of projects/papers

SESSION 20
Presentations of projects/papers

EVALUATION CRITERIA

The grade for the seminar will be based on a combination of assignments:

Criteria	Percentage	Comments
Class Discussions	40 %	
Papers and Projects	60 %	

BIBLIOGRAPHY

TEXTBOOK

The Research Methods Knowledge Base, 3e. By William Trochim, Ph. D. Internet at
http://www.atomicdogpublishing.com/

(*) Kerlinger. F. *Foundations of behavioral research*. 4rd ed. Is a suggested reading that deals with a number of the issues addressed in class. It is an expensive book. I recommend you buy it for your library, but is not required for the class.

Other class activities:

1. **The Management Researcher's Library (TMRL)**
2. **Meet the Researcher**

The Management Researcher's Library (TMRL)

I have provided an initial list of books that should be included in what I call the Management Researcher's library. These are books that are fundamental and key for the field and that have affected each of the areas we will examine in a significant way. I do not claim that these are the most important books in management, but these are fundamental, paradigm shifting books that every researcher in the area should be familiar with. By the end of class, I want the class to add 10 books to the library. I want the class as a whole to add a book to this library every week, and to provide justification as to why should this book be included. You should try to read, and if possible to acquire these books throughout your career. They will be helpful.

Books in The Management Researcher's Library (TMRL)

- Thomas Kuhn. (1962). *The structure of scientific revolutions*
- Weick. (1979) *The social psychology of organizing.*
- McGregor (1960). *The human side of enterprise.*
- Nelson and Winter (1982) *An evolutionary theory of economic change.*
- Allison (1971) *Essence of decision: Explaining the Cuban missile crisis*
- Oster (1994) *Modern Competitive Analysis*
- Penrose (1959) *The theory of the growth of the firm.*
- Williamson (1985) *The economic institutions of capitalism.*
- Williamson. *Markets and Hierarchies*
- Katz and Kahn. *The social psychology of organizing.*
- Porter.(1980, 1985) *Competitive strategy/ Competitive advantage*
- Kerlinger. *Foundations of behavioral research*
- Simon. *Administrative Behavior*
- Shumpeter. *The theory of economic development*
- Minzberg. *The structuring of organizations*
- Drucker. *The practice of management.*
- Cyert and March. *A behavioral theory of the firm*
- March and Simon. *Organizations*
- Lawrence and Lorsh. *Organizations and environments*
- Quinn. *Strategies for Change: Logical incrementalism*
- Berle and Means (1932) *The modern corporation and private property*
- Maslow, A. (1966) *The Psychology of Science.*

Meet the Researcher

Every class day, I will also provide the names of one researcher, whose papers we have discussed in the class, and I want all the information available on that person. That info should include, but not be restricted only to, education and mentors, research and research programs, students and other researchers mentored, etc. In short, I want you to know everything about that individual, and why has her/his contribution been important for the field.

Other resources useful for researchers:

- Stewart, David and Prem N. Shamdasani (1990), "*Focus Groups: Theory and Practice*," Applied Social Research Methods Series, 20, Thousand Oaks, CA, Sage Publications.
- Krueger, Richard and Mary Ann Casey (2000), "*Focus Groups: A Practical Guide for Applied Research.*" Third Edition. Thousand Oaks, Sage Publications Inc.
- Van Maanen, John ed. (1998), "*Qualitative Studies of Organizations.*" The ASQ Series in Organization Science and Behavior, Thousand Oaks, CA, Sage Publications.
- Stewart, David W. and Michael A. Kamins (1993), "*Secondary Research: Information Sources and Methods.*" Applied Social Research Method Series, Volume 4, (2nd Edition). Newbury Park, CA, Sage Publications.
- Schwarz, Norbert, Robert M. Groves and Howard Schuman (1998), "*Survey Methods.*" In D. Gilbert, S. Fiske & G. Lindzey, eds., Chapter 4, Handbook of Social Psychology, 4th edition, New York, NY, Oxford Univ. Press, 143-179.
- Judd, Charles M. and Gary McClelland (1998), "Measurement." In D. Gilbert, S. Fiske & G. Lindzey, eds., Chapter 5, *Handbook of Social Psychology*, 4th edition, New York, NY, Oxford Univ. Press, 180-2322.
- Tversky, Amos (1977), "Features of Similarity." *Psychological Review,* 84, 4, 327-352.
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- Peter, J. Paul (1979), "Reliability: A Review of Psychometric Basics and Recent Marketing Practices." Journal of Marketing Research, 16, 1, 6-17.
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- Bagozzi, Richard P. and Youjae Yi (1993), "Multitrait-Multimethod Matrices in Consumer Research: Critique and New Developments." Journal of Consumer Psychology, 2, 2, 143-170.
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- Fowler, Floyd J. and Thomas W. Mangione (1990), "*Standardized Survey Interviewing: Minimizing Interviewer-Related Error."* Volume 18, Applied Social Research Methods Series, Thousand Oaks, CA, Sage Publications.
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- Sudman, Seymour (1983), "Applied Sampling." In P. Rossi, J. Wright and A. Anderson, eds. Handbook of Survey Research, Chapter 5, New York, NY, Academic Press. •
- Publication manual of the American Psychological association. Copyright APA
- Kerlinger & Lee (2000) Foundations of Behavioral Research, 4th Edition. Holt Reinhart Wilson.
- Hambleton, Ronald K. H. Swaminathan and H. Jane Rogers (1991), "*Fundamentals of Item Response Theory.*" Volume 2, Measurement Methods for the Social Sciences, Thousand Oaks, CA, Sage Publications.
- Eisbach, K.D. 1994. Managing organizational legitamacy in the California cattle industy. The construction and effectiveness of verbal accounts. Administrative Science Quarterly, 39: 57-

88. Example of good qualitative research

- Hassard, J. 1991. Multiple paradigms and organizational analysis: A case study. Organizational Studies, 12(2): 275-299.
- Jick, T. 1979. Mixing qualitative and quantitative methods: Triangulation in action. Administrative Science Quarterly, 24:602-611.
- Cummings, L.L. and Frost, P.J.: Publishing in the Organization Sciences, Homewood, Illinois: Irwin, 1985.
- Huff, A.S. (1999) Writing for Scholarly Publication. Sage publications
- Beyer, J.M., Chanove, R.G. and Fox, W.B. (1995). The review process and the fates of manuscripts submitted to AMJ. Academy of Management Journal. 38. 1219-1260.
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- Schwenk, C. 1982. Why sacrifice rigor for relevance! A proposal for combining laboratory and field research in strategic management. Strategic Management Journal, 3: 213-225.
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- Lee, A.S.: "Reviewing a manuscript for publication," Journal of Operations Management, 13(1), 1995, (87-92) • Peter Elbow 1981. Writing with Power.
- Cook, Thomas D., and Donald T. Campbell. 1979. *Quasi-Experimentation: Design and Analysis Issues for Field Settings.* Boston: Houghton Mifflin Company. ISBN 0 395 30790 2; H62 .C5857
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- Venkatraman, N. and Grant, J.H.: "Construct measurement in organizational strategy research: A critique and proposal," Academy of Management Review, 11(1), 1986, (71-87).
- Eisenhardt, K. and Brown, S.L.: "Time pacing: Competing in markets that won't stand still," Harvard Business Review, 76(2), Mar/Apr 1998, (59-69).
- Brown, S.L. and Eisenhardt, K.M. "The art of continuous change: Linking complexity theory and time-paced evolution in relentlessly shifting organizations," Administrative Science Quarterly; 42(1). 1997, (1-34).
- Dyer, W.G. et Wilkins, A.: "Better stories, not better constructs, to generate better theory: A rejoinder to Eisenhardt," Academy of Management Review, 16(3), 1991, (613-619).
- Eisenhardt, K.: "Better stories and better constructs: The case for rigor and comparative logic," Academy of Management Review, 16(3), 1991, (620-627).
- Brown, S.L. and Eisenhardt, K.M. Competing on the Edge, Harvard Business School Press, 1998.
- Eisenhardt, K.M.: "Making fast strategic decisions in high-velocity environments," AMJ, 32(3), 1989, (543-576).

- Lee, A. "Integrating Positivist and Interpretive Approaches to Organizational Research," *Organization Science*, V2, N4, 1991, pp. 342-365.
- Morgan T. & Smircich L. 1980. The case for qualitative research. Academy of Management Review. 5: 491-500.
- Van de Ven, A.H. & Huber, G.P. 1990. Longitudinal field research methods for studying processes of organizational change. Organization Science. 1: 213-219
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