**Management Research Methods Mock Examination, March 2012**

**Section A of this exam (worth 25%) has already been posted as a quiz.**

**Section B counts for 25% of the marks and Section C counts for 50% of the total marks. As the whole exam lasts 2 hours, you should allow 1hr 30 mins for sections B and C. You should attempt all questions.**

**Section B**

**Instructions:**

This section of the examination paper counts for 25% (25 marks) of the total marks for the examination. It consists of3 questions; B1 counts for 5 marks and B2 and B3 for 10 marks each. B2 and B3 each require a short response (bullet points or short paragraphs).

B1. Identify the errors in the use of the Harvard referencing system in the example below. There are five mistakes in all. Please circle each mistake and annotate the text to explain briefly what is the error. (5 marks)

Several researchers have studied Kano’s model for measuring service quality. In 1984 Kano and his colleagues empirically confirmed the applicability of their model for quality attributes of television products and other manufactured goods. M. Miyakawa & C. K. Wong (1989) studied Kano’s model in manufactured goods. Schvaneveldt et al. (1991) explored the applicability of Kano’s model to four mass-market services – retail banking, cleaning services, family restaurants, and supermarkets. *Technovation* (1998) demonstrated the applicability of Kano’s model, in combination with quality function deployment, using a case study from the ski industry. Sa Moura & Saraiva (2001) used Kano’s analysis to develop an ideal kindergarten.

**References**

Kano, N. et al. (1984) Attractive quality and must-be quality, *Journal of Japanese Society for Quality Control*, 14(2), (in Japanese).

Miyakawa, M. & Wong, C. K. (1989) Analysis of attractive quality and must-be quality through product expectation factors, *Proceedings of 35th Technical Conference*, Japan Society for Quality Control, Tokyo.

Schvaneveldt, S. J. et al. (1991) Consumer evaluation perspectives of service quality: evaluation factors and twoway model of quality, *Total Quality Management*, 2(2).

Matzler, K. & Hinterhuber, H. H. (1998) How to make product development projects more successful by integrating Kano’s model of customer satisfaction into quality function deployment, *Technovation*, 18(1).

Sa Moura, P. & Saraiva, P. (2001) The development of an ideal kindergarten through concept engineering/quality function deployment, *Total Quality Management*, 12(3).

B2. Briefly define all three of the following types of question that typically are found in a questionnaire and give an example of how you would use such a question:

A constant sum question

A semantic differential scale question

A spontaneous question

(10 marks)

B3. What are the main features of an unstructured interview? (10 marks)

**Section C**

**Instructions:**

This section of the examination paper counts for 50% (50 marks) of the total marks for the examination. Each question counts for up to 10 marks. All the questions relate to the short case study given below. You should attempt all the questions

Case Study

Your friend is doing his Masters’ dissertation. He found an interesting article which looked at the way in which a culture of ‘partying’ tends to exist in the hotel industry with managers frequently socialising with each other after work and often drinking heavily. This article (O’Neill, 2010) researched hotel managers in the USA. It suggested that managers sometimes feel under pressure to party with colleagues and that this can have bad effects on their health. Your friend is currently doing some part time work in a large local hotel and has felt under pressure himself to join colleagues after work for a drink. On the odd occasions he has done this, he has been shocked by the amount his colleagues have drunk so now he avoids socialising with them. As a consequence, he does not really feel accepted as part of his work group. Inspired by O’Neill’s (2010) article, your friend has decided he would like to replicate this research for his dissertation. He says he wants to use his research to demonstrate to senior managers in the company how appalling this ‘partying’ culture is and to show them that they need to ‘put a stop to it’.

Since he was working in a hotel, he thought that it would be helpful to use his contacts there to get his sample. He spoke to the General Manager (GM) and asked him if he would give permission for him to survey staff on their attitudes to work-life balance and to the way in which their life outside affected their work. The GM was agreeable in principle but said he would like to see the questionnaire before it went out. Your friend drew up a questionnaire but the GM was too busy to check it, time was pressing on, so your friend decided to start distributing questionnaires anyway. He managed to get 20 questionnaires completed (but they were from colleagues who were not part of the group who ‘partied’ after work). Then he started handing out questionnaires to the people who did regularly ‘party’. He received some completed questionnaires back from members of that group but he was disappointed that some of them had left many questions blank or written rude comments against others. Then yesterday he was challenged by one of his colleagues, who came up to him in the corridor brandishing a questionnaire. “What’s this all about? Are you checking up on us?” he said. “I’m going straight to the GM to complain that you are harassing us.” Your friend does not know what to do now and has come to you for advice.

These are some of the questions that your friend put on his questionnaire with the number of responses in each category given in brackets afterwards. The total number of returned questionnaires (N) =27.

1. Age:

Under 20 (2) 20-25 (16) 25-30 (4) 30-40 (3) 40-50 (2) 50-60 (0) 60+ (0)

1. What is your role?
   1. Manager (1)
   2. Supervisor (4)
   3. Front-of-house (8)
   4. Back-of-house (10)
   5. Part-time (7)
   6. Left blank (5)
2. Is presenteeism important for your career?
   1. No (5)
   2. Yes (3)
   3. Don’t know (19)
3. Do you often party with colleagues after work and drink heavily?
   1. Yes (1) b. No (19) c. No response (7)
4. Do you agree with the following statements?
   1. Drinking heavily is bad for your health Yes (19) No (0) No response (8)
   2. Drinking heavily affects your work the following day Yes (18) No (2) No response (7)
   3. Drinking heavily is bad for your relationship with your family Yes (10) No (0) No response (17)

One respondent has crossed out this section and written ‘This is so biased!!’ by the side. Another respondent has added ‘Drinking heavily is fun, yeah!!!’

1. Do you agree that management should stop staff from drinking heavily after work?
   1. Yes (9) b. No (7) c. No response (11)

Various comments have been written next to this question including : ‘How!!!’ and ‘What!!!’

Questions

C1. Why do you think your friend met such resistance when asking colleagues to complete his questionnaire? How representative do you think his sample is? (10 marks)

C2. Your friend obviously has strong personal views about this topic. How should he take these into account when designing his research? How will this vary according to his research philosophy? (10 marks)

C2. a. Identify five problems with the wording of the questionnaire (5 marks)

* 1. Why do you think there were 35 responses to Q 2 even though there were only 27 respondents? (2 marks)
  2. The cross tabulation your friend has completed comparing the answers to question 2 and question 6 is given below:

|  |  |  |  |
| --- | --- | --- | --- |
| Management should stop partying | Yes | No | No response |
| Manager (N=1) |  |  | 1 (100%) |
| Supervisor (N=4) | 1 (25%) | 1 (25%) | 2 (50%) |
| Front-of-house (N=8) | 1 (12.5%) | 2 (25%) | 5 (62.5%) |
| Back-of-house (N=10) | 6 (60%) | 2 (20%) | 2 (20%) |
| Part-time (N=7) | 2 (28%) | 3 (43%) | 2 (28%) |

“Look at the difference between the responses of back-of-house and front-of –house staff ”, your friend says. “I think that should be a significant difference but I don’t know how to test for it.” What would you advise him? (3 marks)

C 4. Draft up to 5 new questions using a Likert scale that could be used to test staff attitudes to ‘partying’ after work. (10 marks)

C5. Your friend’s supervisor has suggested that he should not just use a questionnaire for his research study but that he should use a mixed methods approach. Suggest another research method that might be used for his study and describe how it might be applied. (10 marks)

**END**