

Index

- academic writing
 - assisting students in process of 29
 - different genres of 33–4
 - Explorations of Style website 181
 - journal articles 34, 35
 - student accountability for quality of 30
 - writing groups for practising 29
 - see also* authorship; theses
- academically ranked journals 33, 34
- @AcademicsSay 179
- Academy of Management Journal* 11
- access, *see* cognitive access; research access
- accuracy, of purchased databases 65
- achievability (project) 35
- acknowledgements 152
- advice
 - on literature reviews 27
 - on research questions 46–7
- advisory panels, systematic reviews 24–5
- advisory teams, research projects 77–8
- agreement, about next steps in research 107–8
- Albert, T. 153
- Alvesson, M. 12, 114
- American Association for Public Opinion Research 65
- AMOS 124, 126, 127
- Angelou, M. 131
- ANOVA 122
- applied research, data collection 5
- approval (organisational), of research 107
- arguments, development of 133–4
- assumptions
 - about knowledge, *see* epistemology
 - about learning 126
 - questioning theoretical 12
- Atwood, M. 129
- author relations 154
- authorship 149–56
 - approaches to 150–54
 - as core part of a research career 149
 - evidence of 83–4
 - expectations and obligations 154–5
 - familiarity with rules governing 83
 - guidelines 151–4
 - issue of contributions 149–50, 151, 152, 153, 154, 155
 - lessons learnt 155
 - order of 149, 150, 151, 152, 153, 154
 - problem avoidance 153–4
- awkward questions 142–3
- axiology 51, 52
- back-up plans, Internet questionnaire 64–5
- back-ups, of work 140–41
- balance
 - in advisory teams 41
 - in negotiating access 92
- Baron, R.M. 123
- Baruch, Y. 61
- beliefs, about knowledge, *see* epistemology
- bending approach 95–6
- bias(es)
 - directed participation and potential for 94
 - incentives and potential for 105
 - in organisational-based research 192
 - see also* common method bias; desirability bias; non-response bias; personal biases
- bibliographies 35
- blogging 179–80, 182
- blogs 181
- Boddy, D. 184
- body language 69, 75, 76
- bounce back (email) 61, 62

- British Psychological Society (BPS) 151, 152, 153
- British Sociological Association (BSA) 151, 152, 153
- broad review questions 25
- Buchanan, D. 184
- builders (theory) 11
- case research 87–97
 - alignment of interests 90–91
 - cross-sectional designs 97
 - finding suitable research sites 89–91
 - gaining respondent participation and involvement 93–4
 - in-depth 97
 - involvement as interference 94–5
 - readjusting research instruments 95–6
 - research access 87–8, 91–2
- Cayley, R. 181
- Cherryh, C.J. 130
- Cirillo, F. 131
- clarity, about research needs 106
- clients, negotiating with 82–4
- co-authorship, negotiating 154–5
- coding 116, 138–9, 191
- cognitive access 59
- cold-calling 89
- collaboration 35, 84, 172
- Collaborative Interactive Action Research (CIAR) 185
- colleagues
 - advice and feedback on research questions 46–7
 - advice on literature reviews 27
 - importance of support from 158
- colour coding 116, 138, 191
- Colquitt, J. 11, 12
- Committee on Publication Ethics 153
- common ground 90, 93
- common method bias 122–3
- common understandings 72, 76
- communication
 - of responsibilities 85
 - talking to supervisors about feedback 159
 - of value of research 107
 - see also* body language; English as a second language
- competitiveness 34, 78, 83, 84
- completion dates, addressing missed 31
- comprehensiveness, of systematic reviews 22
- compromised research 93, 95, 96
- Computer Aided Qualitative Data Analysis Software (CAQDAS) 138, 139
- computer program courses 30
- computer-based technology 113
- 'conclusions' sections, theses 34
- conferences 178
- confidence 177
- confirmation (examination) 37
- conflicting evidence, find the truth amongst 67–76
- contacts
 - finding 102
 - and research access 32, 64, 65, 92
- context
 - and meaning construction 67
 - in organisational-based research 192
 - in qualitative research 117, 119, 120
- contextualisation, of research evidence 25
- contingency plans 65, 66, 78
- continuous learning 126
- contracted research 189, 192
- contributions
 - authorship 149–50, 151, 152, 153, 154, 155
 - to knowledge 32, 52, 53
- controlled environments, working outside 79–82, 85
- covariance-based SEM 123–4
- creativity 135
- credibility 67, 88, 90, 91, 92, 96, 113
- credits (authorship) 152
- 'critical appraisal' component, systematic reviews 22–3
- critical assessment 39, 40, 43
- critical feedback 159
- critical reading 31, 33
- critical realist epistemology 54
- criticality 21
- cross-sectional quantitative designs 98
- customer value proposition (CVP) 107
- daily goals 31
- data, trustworthiness of 105
- data analysis

- in developing ideas (FMS study) 14–16, 18
- in field research 81
- section, in theses 33–4
- in systematic reviews 26
- see also* qualitative data analysis; quantitative data analysis
- data collection
 - applied research 5
 - and authorship 152–3
 - criticality to high quality theses 33
 - experimentation 120
 - in field research 80–81
 - in qualitative data project 115–16
 - understanding potential research sites before 76
 - see also* Internet questionnaires
- data extraction forms 25
- data screening 122–3
- databases (purchased) 64, 65
- decision-makers
 - building trust with 107
 - seeking permission for access 106–7
- deductive logic 11
- Denyer, D. 22
- desirability bias 79, 88
- director of studies, *see* thesis advisors
- directories, for gaining physical access 65
- ‘discussions’ section, theses 34
- drafts/drafting 129, 195
- dual agendas 185
- early career researcher’s musings 165–7
- email bounce back 61, 62
- empirical evidence 13
- employability, enhancing 34
- EndNote 30, 180
- engaged research 187
- English proficiency 30
- English as a second language 29–30, 33
- epistemology, finding 51–7
- evidence
 - of authorship 83–4
 - contextualisation of 25
 - finding the truth amongst conflicting 67–76
 - see also* empirical evidence
- exaggerations 70, 75
- examination (confirmation) 37
- Excel (Microsoft) 116, 123, 126, 138
- expanders (theory) 11
- expectations
 - authorship relations 154
 - non-compliance of ideas with 11
- experience(s)
 - colouring of memory and interpretation 69
 - industrial relations researchers’ focus on 114
 - learning from others’ 85
 - in literature reviews 20
- experimentation, data collection 120
- experts, approaching/contacting 27, 47, 57, 126
- Explorations of Style website 181
- facilitation 172
- feedback
 - from colleagues, on research questions 46–7
 - in organisational-based research project 186–7, 192–3
 - see also* supervisor feedback
- feelings, feedback and dealing with 158
- fellow researchers, *see* colleagues
- feminists 189
- field research 79–82
 - examining prevailing ideas (FMS study) 14
 - and impact of research 83
 - making additional notes 110
- flattery 90
- flexibility 84–5
 - in access negotiation 92
 - in interviews 109–110
 - in research designs 102
- ‘flirting’ negotiation method 91
- focus, finding 133–4
- focus groups 34, 60, 93, 95, 96, 187, 189, 190–91, 192
- focus point, in systematic reviews 24
- formative second-order constructs 125
- foundation skills 30
- fragmented literature 22
- free writing 131, 132
- funded projects 82, 83, 84
- funding, securing 167–71
- funding applications 166

- gatekeepers 71, 73, 76, 100, 101, 102
- generalisability 122
- generalisation 60–61
- ghost writers 154
- gift writers 154
- goal setting 31
- Goldman, W. 129
- grammar support 33
- Guardian Higher Education website 181

- Haenlein, M. 176
- hard bounce back 61
- Harman's one factor test 122
- hashtag function (Twitter) 177
- Hemingway, E. 134
- hidden agendas 76
- Holtom, B.C. 61
- humans, as autonomous individuals 17–18
- hypothesis testing 123

- ideas
 - caution in sharing 168
 - developing (study) 11–18
 - data analysis 14–16, 18
 - familiarisation with the literature 13–14
 - fieldwork 14
 - ideas informing 12–13, 14
 - illustrating argument 16–17
 - theory generation 16
 - non-compliance with expectations 11
 - 'I'm over it' statement 197–8
 - immediacy, of word association technique 114
 - impact of research 53, 83, 85, 166, 175
 - impostor syndrome 177
 - in-depth case research 97
 - incentives
 - internet questionnaire 63, 64, 65
 - too lucrative 104–5
 - inductive logic 11
 - inference 17, 54
 - insights
 - from systematic reviews 23
 - in quantitative studies 122
 - integrity 88, 92, 94, 96, 107, 154
 - intellectual property 83, 86, 151, 168, 182
 - inter-rater agreement, calculating 123
 - interactive research 185
 - interference, involvement as 94–5
 - Internet questionnaires, using 59–66
 - assumed response rate 61
 - back-up plans 64–5
 - lessons learnt 65–6
 - research context 60–61
 - research difficulties 61–3
 - threatened legal action 63
 - interpretation
 - factors colouring 69
 - individual autonomy and 17–18
 - social sciences and potential for different 12
 - see also* qualitative data analysis
 - interviewees 93, 113
 - interviewers, and non-truthfulness of participants 69–70
 - interviews
 - finding the truth amongst conflicting evidence 67–76
 - flexibility in 109–110
 - intraclass correlations 123
 - introductions (theses) 33
 - involvement (respondent)
 - gaining 93–4
 - as interference 94–5

- James Hayton PhD (blog) 181
- Jesson, J.K. 21
- journal articles
 - noticing structure and pattern in 29
 - plans and spreadsheets of key 34–5
 - refereed 35
 - using as templates for writing 29
 - writing 34, 35
- journals
 - importance of reading the best 33
 - plans and spreadsheets of key 34–5
 - writing for 29

- Kaplan, A.M. 176
- Kenny, D.A. 123
- knowledge
 - contributions to 32, 52, 53
 - criticality regarding 21

- in normal and revolutionary science 11
 - and power 17
 - see also* epistemology; management knowledge
- Kuhn, T. 11, 12
- language, *see* body language; English
 - as a second language
- large projects 77, 82, 83, 84, 86, 166
- large teams 83, 84, 149
- latent constructs 124–5
- lead authors 150, 151
- leadership 172
- learning, assumptions about 126
- legal action (threatened) 63
- lies 75
- list errors 61–2
- listening, to interview transcripts 98
- literature
 - creating summaries of 30
 - drawing together fragmented 22
 - familiarisation with, in developing ideas 13–14
 - reading to establish a gap in 31, 32–3
 - taking a systematic approach to reading 34
 - tendency to focus on preferred pieces of 21
- literature reviews 20–27
 - deciding which to use 20–21
 - experience in 20
 - lessons for keeping on track 26–7
 - section, in theses 33
 - see also* systematic reviews
- long-term thinking 85
- longitudinal qualitative studies 115
- lucrative incentives 104–5
- management disciplines, additions to
 - theories in 11–12
- management knowledge 12
- manual coding 138–9
- manual observation 79–81
- marketability 35
- master–apprentice relationship 28–35
- mathematics, in statistical data analysis 122, 123, 124, 126–7
- matrices, in data analysis 15, 18
- McCalman, J. 184
 - meaning construction 67
 - mediation model, testing 123–4
 - meetings, planning staff–student 31
 - meta-analyses 21, 26
 - methodological approaches 33
 - methodological pluralism 55
 - micro-blogging 176–9
 - Microsoft Excel 116, 123, 126, 138
 - mindset, for academic writing 29
 - miscommunication 74
 - misinterpretation 116–17
 - misunderstandings 72, 74, 75
 - mixed methods research 33, 60, 79–82
 - monitoring, questionnaires 66
 - multiple mediator mediation model 124
 - multiple sources, using 96
 - mutual gains approach 91
- naivety, in believing others 68
- narrative analysis 26
- narrative literature reviews 21
- narrow review questions 25
- negotiation
 - with clients and partners 82–4
 - co-authorship 154–5
 - research access 90, 91–2, 93–4
- networks/networking 51
 - encouragement of, in academia 77
 - for gaining physical access 64–5
 - about research questions 47
 - in team work 78, 83, 86
- non-response bias 122
- normal science 11
- note-taking 30–31, 34
- NVivo 34, 138–9, 180
- objective data 122
- objectives 77, 82, 90
- objectivity 53, 79
- observation templates 81
- observational research 79–81
- ontology 13, 51, 52
- optimism 18
- organisational filters 96
- organisational reality 88, 93, 96
- organisational-based research 184–93
 - attracting interest in 186
 - CIAR methodology 185, 186
 - clarity about research needs 106

- derailment of projects 84
- engaged nature of 187
- feedback sessions 186–7
- gaining access 184
- lessons learnt 191–3
- survey 188–91
- usability/tangibility 87–8
- outside researchers 188
- over-eager managers 94–5

- paranoid managers 95
- paranoid researchers 67
- paraphrasing 30–31
- part-time work 168, 169
- participants
 - caution in rewarding 104–5
 - checking and double-checking 94
 - gaining participation and involvement 93–4
 - hidden agendas 76
 - involvement as interference 94–5
 - non-truthfulness
 - incidents in PhD research 70–75
 - interviewer shortcomings 69–70
 - possible reasons for 68–9
 - survey research for finding suitable 89–90
- partners, negotiating with 82–4
- partnership(s) 77, 83, 84, 85, 168
- pattern exploration 15, 18
- pattern observation 80
- patterns, noticing, in journal articles 29
- performance, in advisory teams 78
- permission, for access 106–7
- perseverance 100, 126
- personal biases 69
- personal contacts 21
- PhD students
 - accountability for quality of writing 30
 - homework on supervisors 29
 - key lessons for 35–6
 - selection of high quality 28–9
- @PhDForum 178–9
- philosophies, researchers 52
- photographic techniques 80
- physical access
 - sales skills needed for gaining 106–8
 - using Internet questionnaires 59–66
- pilots 98–9

- planning
 - failure in 78
 - importance of 2
 - large projects 83, 84
 - process of 77
 - staff–student meeting times 31
 - work–life balance 31
- plans
 - of key literature journals and articles 34
 - see also* back-up plans; contingency plans; publication plans
- plants (interviewee) 93
- PLS-SEM 125
- politician speak 133
- politics 166
- Pomodoro technique 131–2
- Popay, J. 26
- positivism 53, 56
- positivity 76, 78, 86, 95
- power 17
- power distance cultures 96
- power imbalance
 - in access negotiation 92
 - accounting for 109–10
- practice 56, 57
- practitioner community 56, 57
- pragmatism 56, 57
- pragmatist epistemology 54, 55, 56, 57
- pre-determined outcomes,
 - organisational involvement and 93, 94
- preconceived idea 69
- preparedness 78, 84–5, 110, 170
- procedural methods 122
- proficiency, in English 30
- project management skills 84
- projective techniques 114
- protectionist type philosophy 170
- psychometric meta-analyses 21, 26
- publication plans 83
- publishing
 - from theses 34, 35
 - knowing the rules of the game 86
 - strategy and goals 34
- purchased databases 64, 65

- qualifiers (theory) 11–12
- qualitative data analysis
 - interpretation (study) 113–20

- data collection approach 115–16
- developmental problems 118–19
- identifiable problems 116–18
- lessons learnt 120
- positive aspects 119
- word association technique 114, 118–19
- quantification in 120
- software 34, 113, 138, 139
- qualitative research 33, 55–6
 - bending approach 95–6
 - longitudinal 115
 - value of 114
- quantitative data analysis
 - statistical method 121–7
 - use psychometric meta-analysis 26
- quantitative research 33, 55–6, 60
 - in case studies 93
 - cross-sectional 97
 - good research designs 121
 - robust 122
- questioning assumptions 12
- questions
 - dealing with awkward 142–3
 - systematic reviews 23, 25–6
- quotes, cherry picking 117
- rapid evidence assessments/appraisals 21
- rapport building 91, 103, 104, 115
- re-drafting 195
- reading
 - to establish a gap in the literature 31, 32–3
 - to establish theoretical framework 33
 - see also* critical reading
- readjustment, of research instruments 95–6
- realist ontology 13
- realist reviews/syntheses 21
- reality(ies) 67, 95, 114
- refereed journal articles 35
- reflection
 - epistemological 52, 57
 - on interviews/observations 76
 - on one's chosen path 86
- reflective research journals 158
- regression coefficients 125–6
- rejected hypotheses 123
- reliability 33, 122
- reluctant interviewees 93
- reporters (theory) 12
- representative samples 60–61
- reputation 44, 78, 85
- research
 - competitive nature of 84
 - see also* individual methodologies
- research access
 - case studies 87–8
 - and the diminishing dissertation 101–2
 - negotiation 90, 91–2, 93–4
 - organisational-based research 184
 - precarious nature of 100
 - research sites 32, 71–2, 89–91
 - see also* physical access
- research assessment 187
- research assistants 63, 82, 186, 188
- research design(s)
 - flexibility in 102
 - quantitative 98, 121
 - researchers' philosophies 52
 - using pilots to test for weakness in 98–9
- research findings
 - contextualisation of evidence for explaining 25
 - from pilots to strengthen main projects 98
 - non-confirmation of prevailing ideas 18
 - systematic reviews and confidence in 22
- research instruments, readjusting 95–6
- research projects
 - achievability and simplicity 35
 - advisory teams 77–8
 - communicating value of 107
 - data, *see* data analysis; data collection
 - developing research ideas 11–18
 - doubts and anxieties about 165–7
 - dynamics underpinning 164–73
 - emotional and political labour in securing/maintaining 171–3
 - finding the time to progress 144–6
 - 'I'm over it' statement 197–8
 - knowing when to give up 103
 - making back-ups 140–41

- managing/securing funding
 - (personal account) 167–71
- marketability 35
- need for pilots 98–9
- organisational derailment of 84
- PhD students' starting point 32–3
- planning, *see* planning
- research questions
 - advice and feedback from colleagues 46–7
 - approaching experts 47
 - creating literature summaries for
 - thinking about 30
 - finding common ground between
 - organisational objectives and 90
 - integrity 92
 - principal 32–3
 - using multiple sources to answer 96
- research relationships 149
 - importance of building 193
 - interviewer memory and
 - interpretation 69
 - see also* authorship relations;
 - partnership(s); supervisor/
 - supervisee relationships
- research sites
 - accessing 32, 71–2
 - finding suitable, in case research 89–91
 - understanding before data collecting 76
- researchers
 - paranoia in 67
 - philosophies 52
 - sales skills 106–8
 - see also* colleagues; interviewers
- response rates (questionnaire) 61, 65
- responsibilities, outlining/
 - communicating 85
- 'results' section, in theses 33–4
- revolutionary science 11
- rewriting 195–6
- robust quantitative research 122
- rules of the game, knowing 86
- sales skills, for researchers 106–8
- sample selection (questionnaire) 60–61
- Sandberg, J. 12
- Saunders, M.N.K. 115
- scepticism 67
- science, distinction between normal
 - and revolutionary 11
- scope of research, articulating and
 - recording 193
- scoping study, systematic reviews 24
- second-order constructs 124–5
- selection, of high quality students 28–9
- self-discovery 51, 145
- Shakespeare, W. 164
- Shaw, G.B. 67
- short-phrase approach, in data
 - collection 117
- short-term projects 167–8, 170
- simplicity (project) 35
- simplistic research models 121
- skillset, for academic writing 29
- SmartPLS 125, 126
- social media 174–82
 - blogging and vlogging 179–81
 - engaging and connecting with
 - academics 175–6
 - finding one's niche 174–5
 - knowledge of institutional policies 182
 - micro-blogging 176–9
 - platforms as learning tools 125, 180
 - and reputation 44–5
 - tips for keeping on track 182
- social reality 114
- social sciences, variety of thinking in 12
- software
 - data management 30
 - learning from YouTube 180
 - qualitative data analysis 34, 113, 138, 139
 - statistical data analysis 22, 123–4, 125, 126–7
- Sorkin, A. 130
- specific review questions 23
- 'speed dating' negotiation method 91
- spreadsheets
 - of key literature journals and articles 34–5
 - use in qualitative data analysis
 - project 116
- SPSS 122, 123, 127, 180
- statistical construction 124–5
- statistical data analysis 122–7
- statistical difference 123

- statistical software 122, 123–4, 125, 126–7
- structural equation modelling (SEM) 122–3, 123–4, 125
- structured approach, of systematic reviews 22
- structured observational technique 79–80, 81
- study habits 31, 136
- subjectivity, of narrative literature reviews 21
- summaries
 - in data analysis 14, 26
 - of literature topics 30
- supervision, key issues and challenges 28–31
- supervisor feedback 157–63
 - hints and tips for dealing with 162–3
 - personal account
 - during middle and later stages of research 159–61
 - reflections on dealing with 157–9
- supervisor/supervisee relationships 28–35, 161
- supervisors
 - in authorship 152
 - key lessons for 35–6
 - selection of high quality students 28–9
 - students' homework on 29
- support
 - from colleagues 100, 158
 - as a mutual process 86
 - in writing 33, 135
- survey research, finding participants 89–90
- @SUWTues 179
- systematic reviews
 - advantages 22–3
 - definition 21
 - disadvantages and challenges 24–6
 - origin and popularity 21
 - scoping study 24
- task/time management technique 131–2
- Taylor, F.W. 13
- team-based approach, English as a second language 29, 33
- telephone questionnaires 62–3
- testers (theory) 12
- theoretical framework (theses) 33
- theory(ies)
 - generation 11, 16
 - in management disciplines 11–12
 - questioning underlying assumptions of 12
- theses
 - blogs 181
 - contributions to knowledge 32
 - different sections within 33–4
 - publishing from 34, 35
 - statements 133–4
 - understanding process and appearance of 30
 - using to build future careers 35
 - see also* academic writing
- thesis advisors
 - lessons for keeping on track 43
 - personal account
 - finding 36–7
 - keeping 41–2
 - losing 37–41
 - to complement one's strengths 37, 43
 - transferring between 42, 43
- The Thesis Whisperer (blog) 181
- thinking
 - epistemology as a mirror of researchers' 55
 - like an academic 29
 - long-term 85
 - variety in 12
- thinking outside the box 6, 126
- time management 27, 131–2
- 'time to market' approach 97
- time-off 31
- timelines, articulating and recording 193
- Times Higher Education website 181
- topics, finding and choosing 32, 35
- Townsend, K. 115
- Tranfield, D. 22
- trust/trustworthiness 91, 105, 107
- the truth, unearthing 67–76
 - lessons for keeping on track 76
 - participants' non-truthfulness
 - instances in PhD research 70–75
 - interviewer shortcomings 69–70
 - possible reasons for 68–9

- Twain, M. 132
 Twitter 176, 177–9, 182
- understatements 70, 75
 uninterested interviewees 93
 universities
 computer program courses 30
 differences in requirements,
 expectations and procedures 42
 encouragement of partnerships 77
 writing groups 29
 University of Cambridge 153
 university libraries
 computer program courses 30
 helping with literature searching 34
 unpredictability, dealing with 79–82
 untruths 71, 73, 74, 75
 user-friendly statistical software 124,
 126–7
- validated scales 88, 95
 validity 33, 90, 113, 122
 value of research, communicating 107
 vlogging 179–80
- Wager, E. 153
 word association technique 114,
 118–19
- work–life balance 31
 working relationships 77, 83, 169,
 192
 workshops 135
 world views 18
 WrapPLS 125
 writers' block 129–36
 dealing with the blank page 129–31
 finding focus 133–4
 lessons for keeping on track 136
 making a habit of writing 136
 Pomodoro (time management)
 technique 131–2
 writing communities 134–6
 @WriteThatPhD 179
 writing
 making a habit of 136
 see also academic writing; free
 writing; rewriting
 writing communities 134–6
 writing groups 29
 writing mentors 134–5
 writing retreats 134, 135
 writing tasks, breaking up 132
- YouTube 73, 124, 125, 180
- Zapata-Phelan, C. 11, 12

