I. IDENTIFYING INFORMATION

Course: MSA 600  
Course Title: Foundations of Research Methods in Administration  
EPN: 22378175  
Term: Spring I  
Location: Rowe 229  
Course Day and Times: Tuesdays, 5:30PM-10:20PM  
Prerequisites: Statistics Competency (as outlined in the Bulletin program requirements).  
Instructor: Dr. Yucel Henderson  
E-Mail Address: hende1y@cmich.edu  
Phone Numbers: 213-500-1590 (Cellular Phone)  
Office Hours: Before and after class sessions, by appointment, and always available by text.

Academic Biography:

Dr. Yucel Henderson received her doctorate degree in Organization Management with a specialty in Global Leadership from Colorado Technical University. She holds an MA degree in Management and Leadership from Webster University with a comparative analysis thesis on the American and Arab business management practices. Her Bachelor’s degree is in Architecture and Design from Bilkent University in Turkey with a minor in Environmental Design.

For over a decade Dr. Henderson served in a variety of increasingly responsible positions with the Department of Defense programs in Europe and the U.S. and she spent the last few years working at executive levels with the Marine Corps. Dr. Henderson is proud to be part of the MSA team at Central Michigan and takes this opportunity as the next step in her colorful career. Her area of expertise include international business, organization behavior, gender and generational issues in work place, multiculturalism, and cross-cultural leadership. Dr. Henderson’s research interest is in initial trust formation between socio-culturally diverse work groups and cross-cultural marketing.

Blackboard:

Blackboard is a web-based learning management system licensed by CMU. Within Blackboard, a course website, also known as a shell, is automatically created for every CMU course. Face-to-face courses may or may not incorporate Blackboard, whereas Blackboard course shells are always used for online courses and will be available to you prior to the course start date. Seeing the course shell listed in Blackboard with unavailable adjacent to its title is an
indication that your instructor has not made it available and is in no way indicative of registration status. To access Blackboard, open a web browser and enter https://blackboard.cmich.edu/webapps/login/. After the site loads, enter your CMU Global ID and password in the respective spaces provided. Click the "login" button to enter Blackboard and then the link to the appropriate course to enter the course’s Blackboard shell. If you need assistance, contact the IT Helpdesk at 989-774-3662 / 800-950-1144 x. 3662. Self-guided student tutorial resources are also available at https://blackboard.cmich.edu/webapps/login/.

II. TEXTBOOKS AND INSTRUCTIONAL MATERIALS

| Title: Practical Research: Planning and Design, 12th Edition |
| Authors: Paul Leedy and Jeanne Ellis Ormrod |
| ISBN: 9780134775654 |
| Publisher: Pearson |
| Required: Yes |

III. COURSE DESCRIPTION

Research methods and writing designed to build the skills and knowledge necessary to interpret, apply and report research in the field of administration. This course may be offered in an online or hybrid format.

IV. COURSE GOALS AND OBJECTIVES

Upon successfully completing this course, the student will be able to:

After successful completion of this course, the student will be able to:

1. Discuss and identify appropriate administrative issues and topics that can be researched within the private, public and not-for profit sectors and be representative of researchable topics later used in the MSA capstone project.
2. Scrutinize, collect, evaluate, and synthesize research and professional literature to draw and support conclusions and make recommendations.
3. Evaluate research findings, draw conclusions and make recommendations to others in oral form using appropriate visual aids and/or presentation software.
4. Design practice research materials demonstrating graduate level competency in the application of the key elements of proposal formatting, chapter contents and APA (Not intended to be any portion of the student’s MSA capstone project).
5. Practice the construction of surveys, interviews, and typical research instruments used by administrators.
6. Demonstrate an applied knowledge of the APA style and format.
V. METHODOLOGY

This course is taught through a mix of discussions, video presentations, lecture, virtual chat, and individual & group assignments. All materials are available on the Blackboard course site. A significant portion of the course grade is dependent on active student engagement. Rubrics for each assignment are posted with the assignment instructions on Blackboard and used for evaluation.

This course is placed at the **graduate level to reflect the social and intellectual maturity required to integrate and synthesize knowledge, skills, and applications with real-world experiences.**

The material will be presented in a framework of the individual, corporate, and built environments. Lectures are tailored to the geographic background and intellectual curiosity of the students taking the course. Additionally, they will learn about the systems that support or hinder administration utilizing critical thinking skills.

Students will be able to investigate an administrative topic of their choosing to better understand that topics impact on administrative issues.

This course is taught through a mix of discussion, lecture, and individual & group assignment. All materials, except the textbook, are available on the Blackboard course site.

Course responsibilities are organized around (1) lectures, (2) readings, (3) research process in administration (4) group work and discussions, and (5) writing and presenting an individual research proposal.

The content is designed to provide a broad and comprehensive understanding of how research is conducted and will be useful for many of your core and concentration classes. Emphasis is on the overall research process and includes a variety of diverse topics including selecting a research topic, conducting a scholarly literature review, developing an understanding of basic versus applied research, executing a research plan/methodology, analyzing research data, synthesizing literature, developing data analysis into a cohesive summary and set of conclusions coupled with recommendations. You will also learn how to use the APA style in your writing.

Students must be actively involved throughout the entire class in order to successfully complete course requirements. Assignments require that you read text chapters, participate in a group project, and develop an individual research proposal and submit it for instructor review at designated times throughout the course.

**Please note that the course textbook is used as a collective reading activity in class.**
## VI. COURSE OUTLINE/ASSIGNMENTS

<table>
<thead>
<tr>
<th>Week</th>
<th><strong>Topic(s)</strong></th>
<th><strong>Reading(s)</strong></th>
<th><strong>Task(s)/Assignment(s) Due</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Class</td>
<td>Getting Started!</td>
<td>Syllabus Tutorials</td>
<td>- Pre-class tasks&lt;br&gt;- Post-self-intro</td>
</tr>
<tr>
<td>1</td>
<td>Introduction to the Foundation of Research Methods in Administration</td>
<td>Ch 1</td>
<td>- Lecture and discussions&lt;br&gt;- Groups are assigned</td>
</tr>
<tr>
<td>2</td>
<td>Reviewing the Literature</td>
<td>Ch 3</td>
<td>- Chapter presentations&lt;br&gt;- Lecture and discussions&lt;br&gt;- Individual Research Papers: Topic Submission Due&lt;br&gt;- Scholarly Article Review Paper Due</td>
</tr>
<tr>
<td>3</td>
<td>The Research Problem</td>
<td>Chs 2 &amp; 5</td>
<td>- Chapter presentations&lt;br&gt;- Lecture and discussions&lt;br&gt;- Individual Research Project: Assignment 1 Due</td>
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<tr>
<td>4</td>
<td>The Research Methodology</td>
<td>Ch 4</td>
<td>- Chapter presentations&lt;br&gt;- Lecture and discussions</td>
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<tr>
<td>5</td>
<td>Quantitative Research Methodologies</td>
<td>Chs 6, 7 &amp; 11</td>
<td>- Chapter presentations&lt;br&gt;- Lecture and discussions&lt;br&gt;- Individual Research Project: Assignment 2 Due&lt;br&gt;- Individual Research Project: Assignment 3 Due</td>
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<tr>
<td>6</td>
<td>Qualitative Research Methodologies</td>
<td>Chs 8, 10 &amp; 12</td>
<td>- Chapter presentations&lt;br&gt;- Lecture and discussions&lt;br&gt;- Individual Research Project: Assignment 4 Due</td>
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<td>7</td>
<td>Mixed-Methods Research and Research Reports</td>
<td>Chs 9 &amp; 13</td>
<td>- Chapter presentations&lt;br&gt;- Lecture and discussions&lt;br&gt;- Individual Research Project: Assignment 5 Due</td>
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<tr>
<td>8</td>
<td>Closing</td>
<td></td>
<td>- Individual Project Presentations</td>
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*Additional course materials may be assigned. See the weekly folders for details.

** All Week 8 tasks are due by the last day of the class – Tuesday, 3 December 2020
Assignments:

You must support your analysis with at least five (5) scholarly references. Make sure that these references are not used as required or recommended readings in this course. You will find that the CMU library is an excellent place to find these sources. However, this does not preclude you from using additional credible sources, including newspapers, trade journals, government reports, and white papers. You may also use course required or recommended readings as other sources over the required five (5) references.

Your references should be no older than five (5) years for the five (5) references that are required. However, if you find some historical data that is applicable to your assertions, opinions, or thinking, by all mean provide. Nevertheless, they cannot count as part of the five (5) references as stated above.

Individual Research Papers (500 Points)

This is an individual research effort where each student selects a topic and submits it for instructor approval by the end of Week 2.

Research Papers is a five (5) part assignment; three (3) main papers, an annotated bibliography, and a presentation on the subject.

Assignment 1: Defining a Research Challenge (Week 3, 100 points)
Assignment 2: Annotated Bibliography (Week 5, 100 points)
Assignment 3: A Literature Review (Week 5, 100 points)
Assignment 4: Explaining a Research Methodology (Week 6, 100 points)
Assignment 5: Power Point Presentation with recorded narratives (Week 7, 100 points)

All papers are to follow APA format and the student must keep a copy for their records. Written and constructed to graduate level use of language (includes grammar), demonstrating a research typology approach to one of the broad topics of the course. These papers should demonstrate recognition and formulation of a problem dealing with research methods in administration, exhibit collection of data obtained through observation, experimentation, or research. Papers are an applied activity that requires students to apply what they have learned in class to real-world research activities. A bibliography should be provided and contain minimum of 10 (Ten) scholarly resources. Papers will range in length from 3 to 10 pages. The lengths of papers will vary depending on topics. A total of at least 15 sources should be included across the papers (1, 3, 4), all sources must appear in the annotated bibliography.

Specific Criteria are as follows:

Paper 1: Definition of the Issue/Problem

Sets out problem and purpose of the research
Includes Introduction, Problem Statement, Purpose of the Study, Research Questions, Scope/Limitations/Delimitations.
Begins with a problem (an unanswered question) related to a topic of interest. As you think about your topic of interest, answer these questions: What is the management/leadership dilemma or opportunity that could be investigated? What is the purpose of my project? What assumptions would underline such a problem? Are there any existing data directly relevant to the research problem? If so, can I access the data necessary to address the research problem? If not, how can I collect the necessary data? How will I interpret the meaning of the data as they relate to the problem statement?

**Paper 2: Annotated Bibliography**

Utilizes and synthesizes current, relevant, and credible sources sufficient in number to create the context for the problem and to demonstrate understanding of the problem/issue

**NOTE:** The Annotated Bibliography is detailed in the Paper 2 folder in Blackboard.

**Paper 3: Literature Review**

It aims to help you identify research possibilities and to tailor your research project to gain new insights on the chosen topic. Utilizes and synthesizes current, relevant, and credible sources sufficient in number to create the context for the problem and to demonstrate understanding of the problem/issue

As you review the current literature on your topic of interest, answer these questions: What is the purpose of the study and how does it differ from other studies? What are the findings and how do they differ from other studies? What are the limitations of the study?

**Paper 4: Methodology**

Distinguishes typology being used and clearly identifies what data are needed to answer the research questions. Explains in detail methods that will be used to collect and analyze the data. Includes all methodological details appropriate to the typology (e.g., for surveys, describes population, sample, randomization)

As you work on the methodology section of your study, consider the following questions: Will I be able to find a sufficient number of participants/subjects who will be willing to participate in the study? Am I sufficiently knowledgeable to interpret the data I obtain?

Your research should build on precise and realistic planning and executed within the framework of a clearly conceived and feasible design.

**Other Requirements:**

References – 15 total to be used across all three papers
Data collection instruments, consent forms, and permission letter understanding if applicable will be in appendices
Writing/Formatting: Reflects APA style, references cited in text and listed in references according to APA Style
Demonstrates control of syntax, grammar, coherence, paragraphs are focused and connected with transitions
Plagiarism rules apply to the paper.

**Individual Research Project Presentation:**

The ability to clearly articulate your opinion/findings and provide a concise assessment in

**Power Point Presentation Format:**

A total of 10 slides, including the title and references slides. Oral presentation should be recorded and embedded into each slide. Written speaker notes are not acceptable.
Slides must include introduction, literature review, methodology, results, discussions, and conclusions sections.
Presentation has a 10 minutes time limit.

**Scholarly Journal Article Review (Week 2, 300 points)**

This is a 3-4-page (excluding the title and references pages) writing assignment that reports on the findings of an empirical study published in a scholarly journal with a publication date no more than five years before the beginning of the current semester (i.e. not more than five years old). Your report must address the following questions within the specified sections:

The first section of the paper should be a summary of the article to answer the following questions:

- What is the key research problem identified in the study?
- What is the author(s) justification for conducting the study?
- What is the purpose of the study?
- Is this a quantitative, qualitative study or a mixed study?
- What is (are) the research question(s), objective(s) or hypotheses?
- What is the target population that the authors wanted to study (i.e., target population)?
- What data collection method(s) did the researcher(s) use?
- How were the data analyzed?
- 

The second section of the paper should answer the following questions:

- What are the major results/findings of the study?
- How do these results answer the original research question(s)?
- What conclusions did the author(s) reach?
- What did the researchers report as the implications of the study?

The third section of the paper should answer the following questions:

- What is the significance of the findings for your area of interest?
- If you were to conduct this study what would change and keep? Why?
You must support your analysis with at least five (5) scholarly references. Make sure that these references are not used as required or recommended readings in this course. You will find that the CMU library is an excellent place to find these sources. However, this does not preclude you from using additional credible sources, including newspapers, trade journals, government reports, and white papers. You may also use course required or recommended readings as other sources over the required five (5) references.

**Group Project/ Chapter Presentations (200 Points)**

The first week of class, students will be divided into groups and assigned chapters to present, beginning in Week 2. Assignment due date varies per group. Each group will decide how they are going to present their assigned chapters. The presentations should be approximately 8-10 slides in length.

a. **Duration of presentations** should be approximately 45-60 minutes long and they should include visual presentation (e.g. PowerPoint presentation, videos, handouts etc.)

b. Select the most critical aspects of the chapters and develop 3-5 questions that could be used to stimulate classroom discussions.

c. At the end of group presentation, discuss what your group would have done differently and why?

d. All members will submit a self and peer evaluation form prior to presentations.

**Post-Class Assignment:** N/A

**Student Involvement Hours:** It is critical to be prompt with your reading, homework, exams and other education duties. It is recommended you spend at least 9-12 hours per week on this course. Some weeks will not as much but others will be time consuming.

**VII. CRITERIA FOR EVALUATION**

This course is placed at the graduate level to reflect the social and intellectual maturity required to integrate and synthesize knowledge, skills, and applications with real-world experiences. The students are expected to critique, analyze and construct supporting documents on theoretical and practical aspects of the course material. All papers should reflect graduate-level writing (proper grammar, sentence structure, and spelling). All papers are to follow APA format and the student must keep a copy for their records.
<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
<th>Points</th>
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| Individual Research Project | Paper 1: Defining a Research Challenge (100 points)  
                             | Paper 2: Annotated Bibliography (100 points)       | 500 points |
|                          | Paper 3: A Literature Review (100 points)                                                  |        |
|                          | Paper 4: Explaining a Research Methodology (100 points)                                      |        |
|                          | 5: Individual Presentation (100 points)                                                      |        |
| Group Work               | Weekly Chapter Presentations                                                                  | 200 points |
| Scholarly Journal Article Review | Writing assignment that reports on the findings of an empirical study published in a scholarly journal | 300 Points |

**TOTAL POINTS:** 1,000 points

**Grading Scale:**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</th>
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<tbody>
<tr>
<td>94% or above</td>
<td>A</td>
</tr>
<tr>
<td>90% - 93%</td>
<td>A-</td>
</tr>
<tr>
<td>87% - 89%</td>
<td>B+</td>
</tr>
<tr>
<td>84% - 86%</td>
<td>B</td>
</tr>
<tr>
<td>77% - 79%</td>
<td>C+</td>
</tr>
<tr>
<td>74% - 76%</td>
<td>C</td>
</tr>
<tr>
<td>80% - 83%</td>
<td>B-</td>
</tr>
<tr>
<td>Below 74%</td>
<td>E</td>
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**NOTE:** CMU does not employ C- or D grades for graduate classes

**Check your grades and feedback under "My Grades" on the left menu at least weekly**

**VIII. COURSE POLICIES AND EXPECTATIONS**

**Attendance and Participation:** Required.
Attendance, demonstrated in task participation, is mandatory to be able to contribute in a timely manner to course learning experiences. There will be no exceptions to this policy.

**Late Assignments:** Students are responsible for ensuring assignments are submitted on time and that their submissions are received. Late assignments will not be accepted unless pre-approved.
by the faculty member. All assignments and examinations must be submitted or taken on the scheduled dates unless other arrangements have been made with the professor prior to the scheduled dates. **If pre-approved, (i.e. papers, exams) will be penalized 10% of the assignment grade for each day the assignment is late.** Late assignments may be submitted to the instructor via email attachment. However, receipt of a late assignment via email is subject to verification of the attachment’s functioning. **Any late assignments receive zero credit if not pre-approved by the professor.**

**Assignment submissions:** All assignment are submitted via appropriate assignment section on the Blackboard. Verification of assignment submission is an exclamation mark (!) in respective assignment area in Gradebook. Submissions are to be in MS Word. Put all your work on one word document. Multiple file submissions will be returned for resubmission as a single file, if the resubmit is after the due date the submission will be considered as a late submission. Exams must be taken within the schedule window identified above. Failure to do so eliminates the opportunity to submit Scores will be posted on the website under Gradebook--if a score is missing or entered incorrectly let me know. You should review your grades at least once a week NLT Week 4 of the session.

**Make-ups and Rewrites:** There are no make-up assignments or rewrites. There will be no extra-credit assignments or extra-credit work accepted at any time during this course, unless specifically approved by the professor. Requests for extensions must be made in advance and accompanied by appropriate written documentation. **Computer problems are not an acceptable reason for not meeting course requirements/expectations**

**Academic Integrity:** Because academic integrity is a cornerstone of the University's commitment to the principles of free inquiry, students are responsible for learning and upholding professional standards of research, writing, assessment, and ethics in their areas of study. Written or other work which students submit must be the product of their own efforts and must be consistent with appropriate standards of professional ethics. Academic dishonesty, which includes cheating, plagiarism and other forms of dishonest or unethical behavior, is prohibited. A breakdown of behaviors that constitute academic dishonesty is presented in the CMU Bulletin (https://bulletins.cmich.edu/).

**Student Rights and Responsibilities:** Each member of the Central Michigan University community assumes an obligation regarding self-conduct to act in a manner consistent with a respect for the rights of others and with the University's function as an educational institution. As guides for individual and group actions within this community, the University affirms the general principles of conduct described in the Code of Student Rights, Responsibilities and Disciplinary Procedures at https://www.cmich.edu/ess/studentaffairs/Pages/Code-of-Student- Rights.aspx.

**Instructor Communication:** The Instructor will respond to email inquiries within 48 hours. The Instructor will grade all assignments within one week of the due date.
Netiquette (Internet + etiquette): All members of the class are expected to follow rules of common courtesy in all email messages, discussions and live chats. Following are a few tips for appropriate netiquette:
Use your name in all correspondence
Make the subject line informative in your e-mails and discussion posts
Use appropriate Salutations (i.e. "Hello Dr. Smith ", "Dear Dr. Smith") "Jane" " Hey " is inappropriate when addressing a classmate or a member of the faculty).
Messages should be concise and to the point. Write in short paragraphs; this makes things easier for the readers.
Avoid abbreviations
Use a cheerful tone but be cautious when using humor. Tone is sometimes lost in an email or discussion post and your joke might be taken seriously or sound offensive.
Use upper and lower case letters. ALL UPPER CASE means you are shouting! Carefully use exclamation mark in your emails and discussion posts. Use of the unnecessary exclamation mark (!!!!) in the email demonstrates anger or excitement.
Read your message before you send it. Always consider how your reader might interpret your message when they read it.
Understand that inappropriate communications will result in a lower overall grade

IX. SUPPORT SERVICES AND OTHER REQUIREMENTS

Library Services: CMU offers you a full suite of library services through the University Library. Reference librarians will assist you in using research tools and locating information related to your research topic. The library's Documents on Demand office will help you obtain copies of the books and journal articles you need. Check out the library website at https://www.cmich.edu/library/Pages/default.aspx for more information.

Writing Center: The CMU Writing Center is a free service for all CMU students, providing help with grammar, citations, bibliographies, drafts, and editing of academic papers. For additional information and to submit work, visit https://www.cmich.edu/colleges/chsbs/Centers/WritingCenter/Pages/default.aspx.

ADA: CMU provides individuals with disabilities reasonable accommodations to participate in educational programs, activities, and services. Students with disabilities requiring accommodations to participate in class activities or meet course requirements should contact the Student Disability Services office in Park Library 120, telephone (989) 774-3018 and TTY (989) 774-2568 or sds@cmich.edu. Please see additional ADA information and forms at https://www.cmich.edu/ess/studentaffairs/SDS/Pages/default.aspx
Note to faculty: CMU Administration will notify you if applicable; otherwise, the student will provide a "Notification Letter to the Instructor" outlining the accommodations the student is approved to receive.

**VRC (Veterans Resource Center):** The VRC serves CMU students who are; Veterans, Active Military (including National Guard and Reserve), Spouses and dependents of Veterans and Active Military.

The VRC Staff helps students:
- Get the most out of their CMU experience,
- Access educational benefits, including those applicable to spouses and dependents
- Build academic and social networks,
- Successfully make the transition from military environments to our centers across the U.S., our main campus, or online learning.

Veterans’ Resource Center Contacts -
- Phone: (989) 774-7991
- Email: veterans@cmich.edu