

METHODOLOGY

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Strategic Management

ADRP

Positivism

Flexible Design - Single Case Study

Confronting Change Management Barriers

METHODOLOGY

Methodology

According to Creswell and Poth (2018), the approach a researcher takes in carrying out a research project is the how or the research methodology of the study. The methodology section allows the reader to critically evaluate the study's validity and reliability by explaining not just what methodological choices will be taken, but also explaining why those choices were made. In this methodology paper, the specific problem to be addressed is the possible failure of leaders to adequately confront change management barriers within southeastern United States public school institutions potentially resulting in organizational resistance to change.

Discussion of Research Paradigm

My research paradigm is positivism. Kivunjal and Kuyini (2017) explains that paradigms help to influence the path of study and the interpretation of the outcomes. Inquiring into organizational dynamics, such as the confrontation of change management barriers within a public-school institution, might provide enhanced understanding of human and social behaviors as well as insights on various ways to dissect and alleviate the problem (Kivunjal and Kuyini, 2017). By applying a positivism paradigm, a real-world inquiry and gathering of real-world data through observation, chronological analysis, and assessment will offer clarification or understanding of the organizational issue (Turner, 2001). In a more recent research paper, Turyahikayo (2021) also explains that knowledge within an organization can be intellectualized as justifiable truth with the reality of the environment or organization. Applying positivism paradigm will also influence the type of questions that are asked (Kankam, 2019). Lastly, Coolen (2012) explains that using a positivism paradigm will seek to validate via rational methods of reasoning and therefore, offer general knowledge regarding the organizational issue. Kankam

METHODOLOGY

(2019) also explains that using an approach such as positivism to conduct a study and views real world knowledge as relative rather than absolute.

Discussion of Methodology

This study will be conducted with a flexible design using qualitative methods specifically, a single case study design will be used. The research is intended to gain greater understanding the specific research problem on why organizational leaders fail to adequately address change management barriers which requires exploratory examination of the subject. By using a flexible design, as explained by Runeson and Host (2009), research parameters may change during the study to better understand the organizational problem. Applying a flexible design will provide opportunities to shift direction as needed to seek a better understanding of the organizational issue. Establishing the use of qualitative method will also offer various methods to collect data, such as observation and questionnaire-based surveys and may be more effective when observing human behavior (Drury et al., 2011). Single case study is described as a group of participants under investigation (Smith, 2012) and is aimed to investigate modern-day trends in their environment (Runeson and Host, 2009). Crowthi-Williamans (2018) research applied a qualitative approach, specifically a single case study, to examine impacts that change may have on nursing education and patient care. Using a case study approach provided an opportunity to observe change management as it was happening and document the situation during that time.

Lastly, using a flexible design, qualitative, case study will also address the research questions associated with the specific problem and address, why leaders fail to adequately confront change management barriers in public school institutions to better counteract resistance to change; the behavior of leaders that fail to adequately confront change management barriers as

METHODOLOGY

well as the behavior of leaders that succeed to adequately confront change management barriers; what are some of the expectations of leaders to adequately approach changes management barriers within public school institutions to alleviate resistance to change; What are some methods or strategies being used by leaders within public school institutions to adequately confront change barriers to alleviate resistance to change, and finally, what cultural elements exist within the public school environment that position organizations to successfully accept change management initiatives. Each of these should be addressed with this methodology and fits into the positivism paradigm, as the case study will provide the inquiry and gathering of real-world data needed to offer the analysis, and assessment for understanding organizational issues.

Summary

The methodology section is critical in evaluating the validity and reliability of a study and explains not just what methodological choices will be taken, but the why of those choices. This study will use a flexible design and by using this design to employ qualitative methods specifically, the single case study will provide the means to gain rich data to assess change management challenges within public school organizations. There will also be an opportunity to apply adjustments when needed to better explore the specific problem, which is to understand more thoroughly the possible failure of leaders to adequately confront change management barriers within southeastern United States public school institutions potentially resulting in organizational resistance to change.

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METHODOLOGY

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