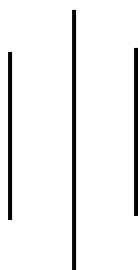


**Three Day Workshop on Application of Mixed Methods in
Management and Business Research
(15th – 17th Jestha, 2076)**

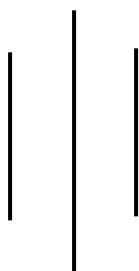
Workshop Completion Report



Submitted to:
University Grants Commission (UGC)
Kathmandu, Nepal



Submitted by:
School of Business, Faculty of Management Studies
Pokhara University
Lekhnath, Pokhara



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1. Introduction of the Program

The three – day workshop on Application of Mixed Methods in Management and Business Research was organized by the School of Business, Faculty of Management Studies, Pokhara University with the financial support of University Grants Commission (UGC), Nepal to promote the culture of inquiry among the faculties and students of Nepalese universities.

Pokhara University Faculty of Management Studies aims to develop skills of conducting researches and writing scientific papers to its faculties. The faculty is frequently conducting such workshops to continue the research and development activities. To boost publication in international peer-reviewed journals by university teachers Pokhara University Faculty of Management Studies holds research and development activities on a regular basis as a part of its capacity building program to support the research and academic activities of the university teachers.

Mixed methods research (the combined use of quantitative and qualitative methods within a single study) has developed rapidly in the last few years. This methodological approach is becoming increasingly articulated, attached to research practice and recognized, along with qualitative research and quantitative research, as the third major research approach. The scientific fields with more tradition in using and developing mixed methods research are Education, Sociology, Psychology and Health sciences.

In the case of Business and Management, our fields of inquiry have not embraced this methodological approach as enthusiastically as the fields described. Although there are calls for using mixed methods research in Business and Management fields, the acceptance and attention devoted to mixed methods research is very low in relation to other fields.

Business and management disciplines draw from a wide array of theoretical frames and employ an even wider array of methodological approaches in the conduct of management inquiry. Quantitative methodologies and qualitative methodologies have now been joined by a third methodological movement, mixed methods. Mixed methods has now become a legitimate methodological movement with a growing body of theoretical and conceptual frameworks, seminal mixed method theorists, publications and academic recognition and legitimation. The use of mixed methods is particularly popular in the social and behavioural sciences, education and health, nursing and medicine.

Mixed methods research (the combined use of quantitative and qualitative methods in the same study) is becoming an increasingly popular approach in the discipline fields of sociology, psychology, education and health sciences. Calls for the integration of

quantitative and qualitative research methods have been advanced in these fields. A key feature of mixed methods research is its methodological pluralism, which frequently results in research which provides broader perspectives than those offered by monomethod designs. The overall purpose and central premise of mixed methods is that the use of quantitative and qualitative approaches in combination provides a better understanding of research problems and complex phenomena than either approach alone. Despite calls for the combined use of quantitative and qualitative research in business and management studies, the use of mixed methods in business and management has seldom been conducted.

Mixed methods research is a methodology for conducting research that involves collecting, analyzing and integrating quantitative (e.g., experiments, surveys) and qualitative (e.g., focus groups, interviews) research. This approach to research is used when this integration provides a better understanding of the research problem than either of each alone. The Mixed Methods Research contains various models of integrating quantitative methods with qualitative methods. The frequency and value of this research in the field of social sciences has been increasing over the past years, and has become one of the most accepted research methods worldwide. The proposed training on dynamics of mixed methods research will highlight the application of mixed methods research in the field of business and management.

By mixing both quantitative and qualitative research and data, the researcher gains in breadth and depth of understanding and corroboration, while offsetting the weaknesses inherent to using each approach by itself. One of the most advantageous characteristics of conducting mixed methods research is the possibility of triangulation, i.e., the use of several means (methods, data sources and researchers) to examine the same phenomenon. Triangulation allows one to identify aspects of a phenomenon more accurately by approaching it from different vantage points using different methods and techniques. Successful triangulation requires careful analysis of the type of information provided by each method, including its strengths and weaknesses.

The three day workshop envisages providing a platform for young faculties to get an insight into usage of mixed methods research in the context of business and management. This workshop aimed to act as a forum for sharing ideas on writing effective mixed methods research projects in business and management. Quality of research has become a grave concern as it has been infested with the problem of mediocrity. Lack of adequate infrastructure, resource constraints, lack of motivation, absence of a comprehensive national research policy, coupled with a few other factors do not encourage the meritorious students to opt research as a career option. Amongst all other factors, training of the researchers is the most crucial one.

2. Background of the Program

Nepalese universities are constantly directing more efforts towards adding value to their students by quality education. Quality education is a consequence of competent faculty, motivated students, appropriate pedagogy and above all research based teaching. Research is an integral part of the research process and the career in academia. It is well known that management education at the graduate and post-graduate level can be made extremely effective by research and development activities. Over a period of time, several management institutions in Nepal have systematically adopted research based teaching and learning. Several institutions are making a transformation towards this instruction methodology. Often, the faculty members need to be reoriented or trained in research methodology. This workshop is motivated by the firm belief that there is a need to train, reorient, re-energize, and reactivate management faculty on carrying research projects with special emphasis on mixed methods.

3. Objectives

The workshop was primarily designed for university/college faculty members who are involved in the task of carrying out research projects using mixed methods research. The specific learning objectives of the workshop are as follows.

- Research Proposal Writing using Mixed Methods Research.
- Learn about Qualitative research tools, techniques and analysis.
- Learn writing Mixed Methods research reports

4. Methodology and Day Wise Activities

A team of highly experienced research consultants together conducted the workshop. The workshop provided a cooperative and informal atmosphere to maximize interaction with the resource persons and participants. As participants are likely to have had some experience or familiarity of teaching, research, training, or consultancy, the program emphasized active participation and interaction among the participants to maximize the benefit to each individual from the strength of others.

The training provided a cooperative and informal atmosphere to maximize interaction with the resource persons and participants. The program was able to foster active participation and interaction among the participants to maximize the benefit to each individual from the strength of others. The workshop schedule is shown in appendix. A short description of different activities commenced during the workshop period is given below:

Day One: (15th Jestha, 2076)

The workshop started with registration and fellowship of the participants. The participants were provided a bag, notebook, pen and workshop materials during the registration. The workshop was inaugurated by Prof. Hari Bahadur Khadka, Dean, Faculty of Management Studies, Pokhara University and chaired by Dr. Rabindra Ghimire, Director, School of Business, Faculty of Management Studies, Pokhara University followed by inauguration speech. The first session of the workshop started with introduction of the participants and socialization. Dr. Prakash Chandra Bhattarai, the key resource person of the workshop began by highlighting **Research Paradigm and Approaches**. The second session focused on **Introduction, philosophy and world views, stages in the evolution of mixed methods research** which was also highlighted by Dr. Prakash Chandra Bhattarai. The third session focused group activity on **Writing title, research problem, purpose statement, research questions and hypothesis of mixed methods research in the context of business and management**. The fourth session highlighted on **Key decisions in choosing a mixed methods, the major mixed methods design, Advantages and challenges of using mixed methods/ Acceptance level of using mixed methods research in business and management** which was presented by Dr. Surya Bahadur G.C. The final session of the first day highlighted **Sampling in mixed methods, procedure in collecting qualitative and quantitative data, analysis** which was presented by Dr. Prakash Chandra Bhattarai.

Day Two: (16th Jestha, 2076)

The second day sessions were focused on **Integration and Data Analysis: Strategies for integration and data transformation, Merging: Connecting, Building, Embedding, and Diffracting, Mixed-methods analysis and research integrity** which was highlighted by Dr. Prakash Chandra Bhattarai. The second session focused on group activity from among the participants on **Structure of proposal and report of mixed methods research**. The third session focused on **Evaluating mixed methods study** highlighted by another resource person, Mr. Bharat Singh Thapa and the final session on **Ethics and validity of mixed methods research** was highlighted by Dr Prakash Chandra Bhattarai.

Day Three: (17th Jestha, 2076)

The third day of the workshop was conducted by Mr. Bharat Singh Thapa with **Report writing of mixed methods research** and Experience **sharing of mixed methods research (practical example)** . The workshop formally ended with valedictory programme. The Dean, Faculty of Management Studies, Pokhara University, Prof. Hari Bahadur Khadka was the chief guest and the programme was chaired by Dr. Rabindra Ghimire, Director, School of Business, Faculty of Management Studies, Pokhara University during the closing ceremony and certificate distribution. The feedback from the participants was also heard. Speeches were delivered by the chief guest, resource person and the chairperson of the workshop.

5. Achievement and Outcome

The workshop was able to upgrade the knowledge on basics of Mixed Methods Research and qualitative data analysis skills in the participants. The participants were equipped with basics of scientific research process, use of different techniques and skills in report writing.

Faculties from school of business, faculty of management studies, Pokhara University participated in the workshop program. Although, the workshop content was specially tailored to cater the need of faculties of management discipline, participants from other faculties also participated in the workshop and revealed that the workshop was equally beneficial for them. The list of the participants is given in the appendix.

6. Future Perspectives and Challenges

Mixed methods research is an emerging paradigm in business and management research. Faculties in higher education institutions in Nepal are required to be acquainted with the paradigm. The workshop has instilled foundations of the pragmatist research approach, however, in future additional workshop in the research method is essential to enhance mixed methods research skills in the faculties. As there are limited resource persons with expertise in the research in Nepal, future challenge is to invite international experts for such workshop. Additionally, challenges lie in motivating faculties in undertaking research adopting mixed method research and publishing them. There is need for specialized journals in Nepal that focus on publishing research papers adopting mixed method research.

7. Conclusions and Recommendation

The three day workshop was organized successfully and it was received well by the participants as there are few workshops on mixed method organized in the region. The workshop participation was high and the quality of the engagement in workshop activities was appreciable. The workshop offered a venue for management faculties to get conceptual

understanding and research skills in mixed method approach. The workshop was significant in motivating young faculties in applications of mixed method research in business and management research. The workshop was successful in meeting the UGC objective of improving quality of management education in Nepalese universities by developing the skills of faculties in the area of conducting research and preparing research article using mixed method. Overall, the workshop was highly successful in meeting its objective of creating awareness of and promoting use of mixed methods research in management education. The UGC should provide continuous support to academic institutions for organizing similar workshops to meet the SHEP objectives of capacity building of universities and improving sustainable quality of education. Finally, further workshop on building research capability of faculties so that they acquire skills required to publish articles in premier journals is essential.

8. Acknowledgements

We owe our heartfelt gratitude for all those who have offered their valuable support and comments leading to successful organization of the **three day workshop on Application of Mixed Methods in Management and Business Research**. We would like to express our warmest appreciation to University Grants Commission (UGC), Nepal for the valuable financial support to the workshop. We extend our humble gratefulness to Dr. Rabindra Ghimire, Director, School of Business, Pokhara University for the constructive suggestions, guidance, and support to improve quality of the workshop. Our sincere gratitude goes to Associate Professor, Dr. Prakash Chandra Bhattarai, Kathmandu University School of Education, Kathmandu University, Asst. Professor, Bharat Singh Thapa, Central Department of Management Studies, Tribhuvan University, Associate Professor, Dr. Umesh Singh Yadav, Pokhara University, Associate Professor, Dr. Surya Bahadur G.C, Pokhara University for accepting our invitation as a key resource persons in the workshop. We are indebted to all our colleagues at School of Business, Pokhara University, who provided valuable suggestions on style and content of the workshop and supported us throughout the workshop.

Finally, we welcome comments and criticism from all and expect their support for organizing such Workshop in future.

9. Program Schedule

Time	Program	Resource Persons
Day 1 (15th Jestha 2076) : Inaugural Session		
8:00 am – 8:30 am	<ul style="list-style-type: none"> ▪ Registration and fellowship ▪ Inauguration(Introduction of the workshop and its objectives) ▪ Participant Introduction 	

Session I : Introduction to Research		
8: 30 am – 10:00 am	<ul style="list-style-type: none"> Research paradigms and approaches 	Dr. Prakash Chandra Bhattarai
Session II		
10:00 am - 11:30 am	Introduction, philosophy and world views, stages in the evolution of mixed methods research	Dr. Prakash Chandra Bhattarai
Session III		
11:30 am – 1:00 pm	<ul style="list-style-type: none"> Writing title, research problem, purpose statement, research questions and hypothesis of mixed methods research in the context of business and management 	Group Activity
1:00 pm – 2:00 pm Lunch Break		
Session IV		
2:00 pm - 3:30 pm	<ul style="list-style-type: none"> Key decisions in choosing a mixed methods, the major mixed methods design, Advantages and challenges of using mixed methods/ Acceptance level of using mixed methods research in business and management 	Dr. Surya Bahadur G.C.
3:30 pm- 4:00 pm	Wrap Up Session	
Day 2 (16th Jestha 2076)		
Session I		
8:30 am – 10:00 am	<ul style="list-style-type: none"> Sampling in mixed methods, procedure in collecting qualitative and quantitative data, analysis 	Dr. Prakash Chandra Bhattarai
Session II		
10:00 am - 11:30 am	<ul style="list-style-type: none"> Integration and Data Analysis: Strategies for integration and data transformation, Merging: Connecting, Building, Embedding, and Diffracting, Mixed-methods analysis and research integrity 	Dr. Prakash Chandra Bhattarai
Session III		
11:30 am - 1:00 pm	<ul style="list-style-type: none"> Structure of proposal and report of mixed methods research 	Group Activity
1:00 pm – 2:00 pm Lunch Break		
Session IV		
2: 00 pm – 3:30 pm	<ul style="list-style-type: none"> Evaluating mixed methods study 	Mr. Bharat Thapa
3:30 pm – 4:00 pm	<ul style="list-style-type: none"> Wrap Up Session 	Mr. Bharat Thapa
Day 3 (17th Jestha, 2076)		
Session I		

6:30 am -8:00 pm	▪ Ethics and validity of mixed methods research	Dr. Prakash Chandra Bhattarai
Session II		
10:00 am – 11:30 am	▪ Report writing of mixed methods research	Mr. Bharat Thapa
Session III		
11:30 am – 1:00 pm	▪ Experience sharing of mixed methods research (practical example)	Mr. Bharat Thapa
1:00 pm – 2:00 pm	Lunch Break	
2:00 pm-2:30 pm	Valedictory (Participant feedback and certificate distribution)	

10. Feedback of the Workshop

The participants provided very positive feedback of the workshop. They were highly satisfied by the training design, course content, arrangements and delivery. The resource persons were very much liked by the participants in terms of their session organization and delivery. The participants demonstrated the learning attitude.

Appendix I: Resource Person Remuneration Sheet

S.N.	Name	Designation	Hrs.	Sessions	Rate/Hr.	Total	TDS (15%)	Net Amount
1	Prakash Chandra Bhattarai	Assoc. Prof.	7.5	5	1700	12,750	1,912.50	10,838
2	Bharat Thapa	Lecturer	8	5.5	1500	12,000	1,800.00	10,200
3	Surya Bahadur G. C.	Assoc. Prof.	1.5	1	1700	2,550	382.50	2,168
Total							23,205	
<p>* Each sessions are of 1.5 hours</p> <p>**As per Pokhara University regulations, hourly rate for lecturer and associate professor is Rs. 1500 and Rs. 1700 respectively</p> <p>*** Session wise rates for lecturer and associate professor are Rs. 2250 and Rs. 2550 respectively which conforms to UGC provisions.</p>								

* Total TDS amount is Rs. 4095. The TDS

Appendix II: Financial Summary Sheet

S.N.	Expenditure	Amount	S.N.	Revenue	Amount
1.	Venue Expenses (Fooding and Refreshments)	87,225	1.	UGC Grant	1,00,000

2.	Plane fair of Resource Persons (KTM-PKR)	13,600	2.	School of Business Funding	38,840
3.	Workshop Materials	2,314			
4.	Remuneration (Resource Persons)	23,205			
5.	Banners, Certificates, Token of Love	8,400			
6.	Taxes Paid (TDS)	4,095			
	Total	1,38,840		Total	1,38,840

** School of Business, Pokhara University had received grant from UGC for two workshops in this fiscal year. The titles of the workshops are “Application of Mixed Methods Research in Management Education” and “Simulation and Experiential Learning in Management Education”. The workshops were organized sequentially. The first workshop was held on 15th to 17th Jestha and the second workshop was held on 18th to 20th Jestha, 2076. The venue for both the workshops was same. Hence, the expense amount covering venue expenses has been allocated equally for both workshops.*



Appendix IV: Certificate Template
Appendix V: Attendance Sheet
Appendix VI: Workshop Photographs
Appendix VII: Bills of Expenditure
Appendix VIII: TDS Receipt