

CHAPTER 1: INTRODUCTION TO RESEARCH - THE LAROCHE CANDY COMPANY

1. We can define business research as an organized, systematic, data-based, critical, objective, scientific inquiry or investigation into a specific problem, undertaken with the purpose of finding answers or solutions to it.
2. Research is the process of finding solutions to a problem after a thorough study and analysis of the situational factors. Anderson's study will provide the needed information to Luc Laroche (head of the Laroche Candy Company) allowing him to make informed decisions to successfully deal with his succession problem.
3. Once the problem that needs attention is clearly defined, then steps can be taken to gather information, analyze the data, and determine the factors that are associated with the problem and solve it by taking the necessary corrective measures. A more detailed research process is discussed in Chapter 2 of the book.
4. Answers will vary. Encourage students to provide arguments, based on the following strengths and weaknesses of Internal and External researchers/consultants. Students could be asked to explain which of the following advantages and disadvantages are relevant in this case.

Advantages of Internal Consultants/Researchers

There are at least four advantages in engaging an internal team to do the research project.

1. The internal team would stand a better chance of being readily accepted by the employees in the subunit of the organization where research needs to be done.
2. The team would require much less time to understand the structure, the philosophy and climate, and the functioning and work systems of the organization.
3. They would be available for implementing their recommendations after the research findings are accepted. This is very important because any "bugs" in the implementation of the recommendations could be removed with their help. They would also be available for evaluating the effectiveness of the changes, and considering further changes if and when necessary.
4. The internal team might cost considerably less than an external team for the department existing help in problem solving, because they will need less time to understand the system due to their continuous involvement with various units of the organization. For problems that are of low complexity, the internal team would be ideal.

Disadvantages of Internal Consultants/Researchers

There are also certain disadvantages to engaging internal research teams for purposes of problem solving. The four most critical ones are:

1. In view of their long tenure as internal consultants, the internal team may quite possibly fall into a stereotyped way of looking at the organization and its problems. This would inhibit any fresh ideas and perspectives that might be needed to correct the problem. This would definitely be a handicap for situations in which weighty

issues and complex problems are to be investigated.

2. There is scope for certain powerful coalitions in the organization to influence the internal team to conceal, distort, or misrepresent certain facts. In other words, certain vested interests could dominate, especially in securing a sizable portion of the available scarce resources.
3. There is also a possibility that even the most highly qualified internal research teams are not perceived as "experts" by the staff and management, and hence their recommendations do not get the consideration and attention they deserve.
4. Certain organizational biases of the internal research team might in some instances make the findings less objective and consequently less scientific.

External Consultants/Researchers

The disadvantages of the internal research teams turn out to be the advantages of the external teams, and the former's advantages work out to be the disadvantages of the latter. However, the specific advantages and disadvantages of the external teams may be highlighted.

Advantages of External Consultants

The advantages of the external team are:

1. The external team can draw on a wealth of experience from having worked with different types of organizations that have had the same or similar types of problems. This wide range of experience would enable them to think both divergently and convergently rather than hurry to an instant solution on the basis of the apparent facts in the situation. They would be able to ponder over several alternative ways of looking at the problem because of their extensive problem-solving experiences in various other organizational setups. Having viewed the situation from several possible angles and perspectives (divergently), they could critically assess each of these, discard the less viable options and alternatives, and focus on specific feasible solutions (think convergently).
2. The external teams, especially those from established research and consulting firms, might have more knowledge of current sophisticated problem-solving models through their periodic training programs, which the teams within the organization may not have access to. Because knowledge obsolescence is a real threat in the consulting area, external research institutions ensure that their members are current on the latest innovations through periodic organized training programs. The extent to which internal team members are kept abreast of the latest problem-solving techniques may vary considerably from one organization to another.

Disadvantages of External Consultants

The major disadvantages in hiring an external research team are as follows:

1. The cost of hiring an external research team is usually high and is the main deterrent, unless the problems are very critical.
2. In addition to the considerable time the external team takes to understand the organization to be researched, they seldom get a warm welcome, nor are readily accepted by employees. Departments and individuals likely to be affected by the research study may perceive the study team as a threat and resist them. Therefore, soliciting employees' help and enlisting their cooperation in the study is a little more difficult and time-consuming for the external researchers than for the internal teams.

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