COLORADO TECHNICAL UNIVERSITY

2018 DOCTORAL SYMPOSIUM

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MASTERING THE LITERATURE

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LITERATURE REVIEW

Presents an overview of other studies related to your proposed work

Provides a framework bounding your study

Indicates the importance of your study

Needed to establish a benchmark for later comparison with your research findings/conclusions
WHAT IS A REVIEW OF THE LITERATURE?

You must have a vision in your mind of the history of your problem

- Who were the contributors to the history of your problem?
- What changes occurred because of these contributions?
- What was the result of each change?

A comprehensive review of the major points of your study field from the last 5 years (with the exception of historical or professionally significant articles)
LINKAGE TO THE CONCEPTUAL FRAMEWORK

The conceptual framework relates to

The research question
The review of the literature outline

CHAPTER TWO

Learner-Centered Learning
Assessment-Centered Learning
Knowledge-Centered Learning

Learning from a Community Centered Perspective

Summary of Chapter 2

What are the strategies needed for learning in a community-centered environment?
CHAPTER 2 ADDRESSES THE PARTS OF ELEPHANT

CHAPTER TWO

History of the Trunk

Topic 1

Topic 2

Topic 3

Issues of the Leg

Successes of the Side

Benefits of the Top

Risks of the Tail

Emergence of the Ear

Conceptual Framework

Summary of Chapter Two
WHAT IS NEXT?

So far you have ...
   A research question
   A Chapter 2 outline of the Elephant
   A conceptual framework

You are now ready to prepare the details of the Literature Review (i.e., Chapter 2)

You will be expected to provide 25-30 pages of Literature Review

You will be expected to used 80-100 articles in your Literature Review

How do I select all these articles and prepare all these pages of writing?
Many descriptions exist explaining what must be addressed in the Literature Review, but few indicate how to prepare the Literature Review.

A review of the literature starts with an Annotated Bibliography.

**What is an Annotated Bibliography?**

As you find articles that you believe might be useful in your future work, place the content of interest from the article into an annotated reference.

Add the annotated reference to your annotated bibliography.

We call this, Capturing the Golden Nuggets. Golden Nuggets are the 3-5 sentences capturing the most important information an article contains related to your “Elephant”
WHAT DO GOLDEN NUGGETS LOOK LIKE?

Golden nuggets should ...

- Agree with your research question
- Disagree with your research question
- Indicate variations from your research question

The literature review addresses contrasting historical perspectives of the research topic

- Contrasting perspectives include
  - Highlighting the different ways researchers address the study’s topic
  - Connections between various but related research efforts
  - The significance of past research to the proposed research
  - A research synthesis that establishes the foundation for understanding the research

Why is Chapter 2 prepared?

- Makes you smart on the emergence of your problem (i.e., history of the problem)
ANNOTATED BIBLIOGRAPHY

Golden nuggets should …
- Agree with your research question
- Disagree with your research question
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- Contrasting perspectives include
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Why is Chapter 2 prepared?
- Makes you smart on the emergence of your problem (i.e., history of the problem)
An annotated bibliography entry has two parts

Reference
Annotation

The reference is no different from a reference in the references section that you have already been providing

The annotation is your analysis or review of the article

By capturing what you believe is important from the article in the annotation, you begin to write your literature review section of your doctoral study

Allen (2009) analyzed the process and extensions of the user-focused theory of action approach to leadership learning. Allen examined whether leadership development will result in business success. Allen suggested a feedback culture helps to improve business results.


Arca and Prado-Prado (2008) examined the complexity of obtaining commitment and involvement from the personnel most affected by continuous improvement project implementation. Although the result was a successful implementation of the maintenance project, the implementation was designed to follow single-loop learning of detection and correction. Arca and Prado-Prado did not address double-loop learning. In addition, double-loop learning was absent in the process improvement methodology.
ANNOTATED BIBLIOGRAPHY PREPARATION

A Journal Article

Quotes are Identified in Article

Quotes are Paraphrased

Inserted into Chapter 2 Outline

Quotes are Plopped into Annotation

Inserted into Chapter 2 Outline

Quotes are Paraphrased

Option 1

Option 2
A Journal Article

Golden Nugget Quotes are Identified in Article

Quotes are Paraphrased

Inserted into Chapter 2 Outline

CHAPTER TWO

Learner-Centered Learning

Assessment-Centered Learning

Knowledge-Centered Learning

Learning from a Community Centered Perspective

Summary of Chapter 2
NOW, LET’S PREPARE THE LITERATURE REVIEW

A review of the literature is a systematic presentation of knowledge (and gaps) about your research problem

Since many Literature Reviews tend to be somewhat unstructured and take more time than planned, the following sequence of steps offers an efficient option

Step 1 – Prepare an Outline

Step 2 – Insert the Annotated Bibliography Information

Step 3 – Look for the Gaps

Step 4 – Organize

Step 5 - Polish
STEP 1 – PREPARE AN OUTLINE

The Beginning of [Your Topic]

The Essence of [Your Topic]

Historical Overview of [Your Topic]

Politics of [Your Topic]

The Technology of [Your Topic]

Leaders in [Your Topic]

Current Literature Findings of [Your Topic]

Overview of Research Techniques

The 21st Century [Your Topic] Strategy

Where can you find ideas for the parts of the Elephant?

- Find 3-5 Dissertations related to your Dissertation
- Extract Chapter 2 from each Dissertation
- Analyze what each Chapter 2 is presenting
- Understand the outline of each Chapter 2
- Synthesize the 5 outlines into a “best of the best”

In addition, use the References from these dissertations

Each outline topic (part of the Elephant) will need 8-10 references/annotations
Within the outline, add reference parts from Annotated Bibliography in the form of Katz (2011), Kaywent (2011), and Kuhn (2012)

How do you know if these articles are appropriate for your study? Because they address -

- Highlighting the different ways researchers address the study’s topic
- Connections between various but related research efforts
- The significance of past research to the proposed research
- A research synthesis that establishes the foundation for understanding the research

These are placeholders only, but each reference part is placed in the “best” position in the outline

Katz, Kaywent, and Kuhn are examples of what is found in the annotated bibliography

Replace all of the Annotated Bibliography reference parts with the associated annotation parts
Arca and Prado-Prado (2008) examined the complexity of obtaining commitment and involvement from the personnel most affected by continuous improvement project implementation. Although the result was a successful implementation of the sustainability project, the implementation was designed to follow single-loop learning of detection and correction. Arca and Prado-Prado did not address double-loop learning and double-loop learning was absent in the process improvement methodology.

One Example
STEP 3 – LOOK FOR GAPS

The Beginning of [Your Topic]
- Katz (2011)
- Kaywent (2011)
- Kuhn (2012)

The Essence of [Your Topic]
- Brown (2009)
- Green (2010)
- Read (2012)

Historical Overview of [Your Topic]

Politics of [Your Topic]
- Gray (2009)

The Technology of [Your Topic]

Arca and Prado-Prado (2008) examined the complexity of obtaining commitment and involvement from the personnel most affected by continuous improvement project implementation. Although the result was a successful implementation of the sustainability project, the implementation was designed to follow single-loop learning of detection and correction. Arca and Prado-Prado did not address double-loop learning and double-loop learning was absent in the process improvement methodology.

Roper (2011)

Leaders in [Your Topic]

Current Literature Findings of [Your Topic]
- Towers (2009)
- Tilley (2010)
- Weinberg (2012)

Overview of Research Techniques
- Sarros (2010)
- Schein (2011)
- Scott (2010)

The 21st Century [Your Topic] Strategy

The gaps need literature support

Find additional literature and insert golden nuggets into your annotated bibliography (reference and annotation parts)
STEP 4 – ORGANIZE

Gather all of the annotations within an outline “category”

“Mix” the annotations together to form “Make Sense” paragraphs

“Smooth” the annotations with additional writing so the information flows
Arca and Prado-Prado (2008) examined the complexity of obtaining commitment and involvement from the personnel most affected by continuous improvement project implementation. Although the result was a successful implementation of the sustainability project, the implementation was designed to follow single-loop learning of detection and correction. Arca and Prado-Prado did not address double-loop learning and double-loop learning was absent in the process improvement methodology.

Allen (2009) analyzed the process and extensions of the user-focused theory of action approach to leadership learning. Allen examined whether leadership development will result in business success. Allen suggested a feedback culture helps to improve business results.

Argyris (1977) discussed why employees are reluctant to report problems they discover in the organization’s processes to top management. Argyris provided a means for managers to uncover their hidden theories of action and be able to better detect and correct errors in the organizational environment. Argyris presented two models through which he demonstrated the different types of characteristics of learners in a single-loop environment versus those in a double-loop environment. These characteristics will be used to establish a measurement system for the proposed study.
Arca and Prado-Prado (2008) examined the complexity of obtaining commitment and involvement from the personnel most affected by continuous improvement project implementation. Allen (2009) analyzed the process and extensions of the user-focused theory of action approach to leadership learning. Arca and Prado-Prado did not address double-loop learning and double-loop learning was absent in the process improvement methodology. These characteristics will be used to establish a measurement system for the proposed study (Argyris, 1977).

Allen (2009) examined whether leadership development will result in business success. The results suggested a feedback culture helps to improve business results. Argyris (1977) discussed why employees are reluctant to report problems they discover in the organization’s processes to top management.

Argyris (1977) provided a means for managers to uncover their hidden theories of action and be able to better detect and correct errors in the organizational environment. Although the result was a successful implementation of the sustainability project, the implementation was designed to follow single-loop learning of detection and correction (Arca & Prado-Prado, 2008). Argyris presented two models through which he demonstrated the different types of characteristics of learners in a single-loop environment versus those in a double-loop environment.
The term middle management represents the middle of an organization and the functions that occur there. To facilitate functioning in the traditional organizational hierarchy, middle managers handle internal organizational conflicts, ensure standards are satisfied throughout the operating units, and support the hierarchical flow of information (Mintzberg et al., 2003).

Depending upon the organization, the organization’s hierarchy may have several layers of middle management. For the study, middle management included the level or levels of managers below those reporting directly to the board of directors or heading an organization. Middle managers manage other lower level managers or senior professionals. In Appendix A, Tables A1 and A2 present a taxonomy of the history of management with specific tendencies toward middle management. The following description addresses the content of the tables.

As the United States entered the 20th century, railroads and factories presented organizational leadership with new and evolving size and complexity issues (Wren, 1994). Industry and the railroads required new managing techniques to address local and remote issues (Wren). Managing the new factories and railroads by personal inspection was impossible. The administration and coordination of large flows of

Middle managers were supervisors of discrete tasks and reported status to higher level management. Such innovative ideas, demanded by size and complexity as well as coordination and control, shaped the horizontally integrated corporation.

The early 20th century activities of Taylor and Ford added to the management revolution by creating time study methods, standard operating procedures, the decomposition of tasks to their simplest unit, sequential processing, and formal planning departments (Scott, 2003). Bureaucracy emerged through the placement of workers, specialists, and middle management into a hierarchical structure of management to optimize organizational performance. Layers of middle management positioned themselves to ensure the organization functioned according to plan, reduced waste, and improved operational processes. Discipline became widespread in the manufacturing and industrial sectors (Scott).

Middle management concerns emphasized more than operational performance; management was also concerned with the analysis of organizational elements. Fayol and Simon independently established principles that contributed to the definition of middle management and their responsibilities.

Tacit responsibilities of the middle people tasked to create and execute the evolving requirements. After middle management’s initial concern with time management, standard procedures, and worker commands, middle managers soon confronted humanism and the concern for the individual. Managers considered part of the humanist movement, such as Follett, believed individuals could be a contributing entity while strengthening and developing the group of which the individual was part (Shapiro, 2003). Follett believed democracy in management allowed each individual to contribute to the collaborative decision-making process making the organization a social institution.

As the organization diversified and interdependence among parts of the organization became more important, middle management was required to address the importance and meaning of work tasks rather than the rights or desires of the leader (Shapiro). Middle management found more conflict among diverse groups because each group wanted to do what it thought was best. The humanist considerations required that leaders no longer commanded; rather, they negotiated (“Mary Parker Follett,” 2003).

In the 1960s,
All literature review paragraphs should be compare and contrast style. This means your step 5 paragraphs will look something like

Home value growth can serve as an important role in mitigating the effects of the U.S. economic and sustaining subsequent economic growth; hence, loan modifications may prevent foreclosures (Nothaft, 2004). Home price appreciation may increase home equity, which stimulates consumption expenditures (Chang & Nothaft, 2007). Jones (2004) found that the home equity-wealth-effect is much stronger than the stock equity-wealth-effect. Conversely, home equity loans, mortgage refinancing, and loan modifications are processes, which allow homeowners a means by which funding for home improvements are possible, thus improving the economy with increased spending (Smith, 2004).

Notice, more than one reference is cited in the paragraph, which indicates a compare and contrast style of writing is being used.
Gray (1993) suggested that quality circles were a group of employees whose focus was to make suggestions for the improvement of the quality of the product being produced. Gray suggested there was a substantial difference between total quality management and quality circles and provided a table of those comparisons. Gray subsequently suggested quality circles were a sub-set of the total quality management toolset employed by managers. Gray indicated Lockheed Missile and Space Company was the first American company to recognize and incorporate quality circles in the daily work schedule.
APPLY THE “3” RULE

Create 3 Sentences

OR

Organize 3 Paragraphs

OR

Polish 3 Pages

Everyday
SUMMARY

• Within your topic’s development field, your selected literature presents the historical and philosophical knowledge of research related to your problem
• Your literature review should address unsolved problems and unresolved issues, gaps in the literature, and your study’s theoretical framework and variables
• The literature you review should represent a comprehensive review of the major points of your study field from the last 5 years (with the exception of historical or professionally significant articles)
• Seminal literature must be included
• Conflicting literature must be included

• Remember – the articles you use in the Review of the Literature are not fun and interesting articles only. You are presenting a history of your problem AND addressing the needed knowledge to describe your “Elephant”
Thank you for joining this session!

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