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# 企业决策研究

2 (第四版)

Business Research for  
Decision Making

(Fourth Edition)

(英文版)

Duane Davis

世界财经与管理教材大系



东北财经大学出版社

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**Fourth Edition**

杜安尼·戴维斯 著

*Duane Davis*

东北财经大学出版社

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# 出版者的话

但凡成事，均缘于势。得势则事成，失势则事不顺。顺势而行，如顺水行舟；借势而动，如假梯登高；造势而为，如太空揽月。治学、从政、经商、置业，均不可一日失势。势者，长处、趋势也。

今日中国，是开放的中国；当今世界，是开放的世界。改革开放，大势所趋，势不可挡。经济开放、文化开放、政治开放，世界需要一个开放的中国，中国更要融入开放的世界。借鉴国际惯例，学习他人之长，已经到了不可不为之时。

借鉴国际惯例，学习他人之长，已属老生常谈，但学什么、如何学、以何为蓝本为众多志士仁人所关注。可喜的是，由赤诚图文信息有限公司精心策划，ITP、McGraw-Hill及Simon & Schuster等国际出版公司特别授权，东北财经大学出版社荣誉出版的“世界财经与管理教材大系”现已隆重面世！她以“紧扣三个面向，精选五大系列，奉献百部名著，造就亿万英才”的博大胸襟和恢弘气势，囊括经济学、管理学、财务与会计学、市场营销学、商务与法律等财经、管理类主干学科，并根据大学教育、研究生教育、工商管理硕士（MBA）和经理人员培训项目（ETP）等不同层次的需要，相应遴选了具有针对性的教材，可谓体系完整，蔚为大观。所选图书多为哈佛、斯坦福、麻省理工、伦敦商学院、埃维商学院等世界一流名校的顶尖教授、权威学者的经典之作，在西方发达国家备受推崇，被广为采用，经久不衰，大有“洛阳纸贵”之势。

借鉴国际惯例，毕竟只是因势而动；推出国粹精品，才是造势而为。在借鉴与学习的同时，更重要的是弘扬民族精神，创建民族文化。“民族的，才是国际的”。我们提倡学他人之长，但更希望立自己之势。

势缘何物，势乃人为。识人、用人、育人、成人，乃人本之真谛。育人才、成能人，则可造大势。育人、成人之根本在教育，教育之要件在教材，教材之基础在出版。换言之，人本之基础在书本。

凡事均需讲效益，所谓成事，亦即有效。高效可造宏基，无效难以为继，此乃事物发展之规律。基于此，我们崇尚出好书、出人才、出效益！

东北财经大学出版社

1998年4月

*To my parents,*

*Loren Gene and Gladys Lillian Davis*

# PREFACE

As *Business Research for Decision Making* enters its fourth edition, the global marketplace continues to undergo sweeping changes. Whole economic and political structures are forming and disintegrating at a quicker and quicker pace. These changes have served to increase the importance of the information-gathering function of business research. *Information is power*. Those managers and entrepreneurs who know how to obtain and use information most effectively will spot opportunities and problems more quickly and ultimately prove most valuable in any endeavor they undertake. Therefore, the focus of this edition continues to be on the acquisition, use, and evaluation of information from a manager's perspective.

As in previous editions, the fundamentals and techniques of research are presented in a highly readable fashion. Illustrations are used in conjunction with many practical examples to highlight significant points throughout the text. This perspective makes the book particularly successful in teaching advanced undergraduates and MBA students (both traditional and executive), who will have to specify, evaluate, and integrate research endeavors into a decision-making framework. The book has also been used successfully as a core text in doctoral programs, accompanied by in-depth statistical and methodological supplements and readings.

## FEATURES

Information is power. Research has the capability of creating information for decision-making purposes. This means that the astute manager should have a solid background in the basic concepts, techniques, and uses of research in a complex business environment. This book is designed to provide the manager with this background by

- Positioning research as a means to more effective decision making, not as an end in itself

- Following an applied user-oriented perspective

- Discussing the major problems of integrating research into the decision-making process

- Discussing the intricacies of conducting multinational business research

- Presenting contemporary research issues, including technological developments in business research, the matter of ethics in the conduct of

research, and the impact of the information superhighway on the research function

Providing numerous real research examples and exhibits to increase the practical value and usefulness of the book

These features and the no-nonsense writing style make this book valuable reading for present and future managers in the complex environment of business.

## NEW TO THE FOURTH EDITION

This revision of the text has two main goals: first, to emphasize the role and importance of business research today; second, to provide a core text that presents key trends affecting business research. In order to accomplish these goals, the following changes have been made in this edition:

The nuances of conducting research in international settings are integrated throughout the text. Examples, exhibits, and illustrations help clarify the conduct of research in multiple countries.

More practical examples have been added to illustrate various points throughout the text—actual situations and problems faced by managers in the conduct of their businesses.

The latest technological and software advances are incorporated into the book. The latest secondary search technologies are described, and the text shows how improved software can be used to enhance research effectiveness. In addition, StataQuest for Windows, Release 4.0, is now available with this text at a nominal extra cost. This easy-to-use statistics package can be utilized to illustrate data analysis.

A new chapter focuses on planning and preparing for data analysis. This chapter discusses the process and tools required to prepare study data for analysis purposes. Examples and references are provided to acquaint the reader with this critical stage in the conduct of research.

These and other improvements in the learning package make it a valuable research reference for future decision making.

## ORGANIZATION

The book is organized in six parts, progressing logically through the activities that are undertaken in business research. Part 1 examines the role of business research and scientific inquiry in management's decision-making process. Part 2 covers the beginning stages of conducting business research, exploring secondary data searching and subsequent problem and proposal development. Part 3, on research design, introduces the topics of design configuration, measurement, scaling, and sampling. Part 4 deals with the crucial topics of data collection and model building.

Part 5 covers the basic analytical procedures that researchers use to prepare and analyze data. Part 6 examines the nature of research reporting, with particular emphasis on ethics in business research. The final chapter in this section integrates all the preceding material, providing a complete evaluation of a real research project. Finally, two appendices provide guides to information sources and six commonly used statistical tables.

## SUPPLEMENTS

This text is supplemented with an Instructor's Manual and the statistical software package StataQuest for Windows, Release 4.0. The Instructor's Manual includes a variety of pedagogical tools to help the instructor convey key points in the text, as well as suggested questions and problems for further study.

StataQuest for Windows, Release 4.0, is based on the Professional Stata program. This versatile statistics program is ideal for learning and applying basic statistical techniques in a business research setting. High-resolution graphics in this package aid the learning process.

Other versions of StataQuest and other programs (such as SAS Institute's JMP-IN statistical package) are available with this text at additional cost. Call your ITP representative to inquire about availability and the possibility of creating a custom publishing package for your particular needs.

## ACKNOWLEDGMENTS

Many people have helped in the development of this book. Academic colleagues have given new perspectives on the value of information and its contribution. Their influences are significant in understanding how information should be treated in an emerging world.

The framework provided by academics must be tested in the marketplace. My experiences as a business research professional over the last 20 years have resulted in a tremendous amount of self-improvement and, more importantly, great friends.

Special thanks goes to Colleen, for her unsurpassed understanding; to Raymond Fisk, for his intensity and commitment to the cause of improvement; and to the Fulbright Association, for the opportunity to expand my consciousness in the international research arena. For their constructive and insightful comments, I am grateful to the following reviewers: Theodore C. Alex, University of Findlay; Robert Elrod, Georgia State University; Robert M. Canady, Pepperdine University; and Kent L. Granzin, University of Utah. Steve Parrish and Gary Selmon are also greatly appreciated for their unique contributions.

I am also grateful to the literary executor of the late Sir Ronald A. Fisher, F.R.S., to Dr. Frank Yates, F.R.S., and to the Longman Group Ltd. of London for permission to reprint tables from their book, *Statistical Tables for Biological, Agricultural and Medical Research* (6th edition, 1974).

Duane Davis



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## SCIENTIFIC INQUIRY'S ROLE IN DECISION MAKING

- 1 THE ROLE OF BUSINESS RESEARCH IN THE  
DECISION-MAKING PROCESS
- 2 SCIENTIFIC INQUIRY

# THE ROLE OF BUSINESS RESEARCH IN THE DECISION-MAKING PROCESS

## OVERVIEW

### THE NATURE OF DECISION MAKING

Levels of Decision Making

Decision-Making Processes

### THE ROLE OF RESEARCH IN DECISION MAKING

Business Research Defined

Business Research and Ethics

Role In Decision Making

Research and the International Business Setting

### THE MANAGER-RESEARCHER RELATIONSHIP

### PLAN OF THE BOOK

The Business Research Process

### SUMMARY

### DISCUSSION QUESTIONS

### NOTES

### SUGGESTED READING



## C /ERVIEW

The very essence of managerial action in any modern organization is decision making. Business decision making involves the formulation, evaluation, and selection of alternatives to solve managerial problems. The quality of decisions is usually closely tied to the availability of usable information at the time the decision is made. Business research is a primary means of obtaining usable information for decision making. Thus, this text is concerned with helping managers and potential managers make better decisions by providing them with a framework for the evaluation of business research.

Specifically, managers must wade through an ever-increasing amount of data, information sources, and studies that are often confusing and outright conflicting. This state of affairs, coupled with the increased complexity of the decision-making environment, suggests that management in all functional areas must gain a better understanding of the process of obtaining information for decision-making responsibilities. Because the size and complexity of management information systems (MIS) and their associated decision support systems (DSS) continue to increase in today's organizations,

managers must monitor the input to such systems. The data for decision making must be of sufficient quality and appropriate type to help solve the problems of the organization. Only by developing an understanding of the role and nature of business research can managers effectively accomplish this task.

This introductory chapter provides the framework for examining research's role in decision making. First, the nature of decision making is examined. The levels of decision making in an organization are identified, and a generalized model of the decision-making process is presented. Business research is defined, and its role in the process is examined. With these topics outlined, the manager-researcher relationship is examined for potential conflicts. Management's role in the relationship is highlighted. The major components in the manager's and researcher's respective spheres are then diagrammed. This diagram subsequently provides the framework and the rationale for the plan of the text. The chapter ends by expanding this framework in the context of the business research process, the organizing framework for this text.

## THE NATURE OF DECISION MAKING

Decisions are made by everybody, every day. What do I do today? Should I leave, or should I stay? Some decisions are explicit, and some are implicit. By inaction, you have made a decision. In other words, success largely depends on what you do and do not do. (Of course, a bit of luck in the lottery helps, but that also entails a decision.) The necessity of making decisions often seems to be the only constant of managerial action; the process, the environment, the individual, and the organization seem to change continually.

Furthermore, the diversity of decision-making activities in organizations is boundless. The same decision maker may use different decision styles at different times; different decision makers may not use the same decision style to reach a decision for a particular situation.<sup>1</sup>