

**Peer review report on
Measurement of Maturity of Knowledge Management in an organization**

Comments on Chapter 3

According to me chapter 3 is very weak and lacks few important elements that a research methodology should contain. Regarding the structure of Chapter 3, I would suggest the chapter 3 to be reorganized as per the below given structure

- 3.1 Introduction
- 3.2 Research Paradigm
- 3.3 Research Approach
- 3.4 Research Design
- 3.5 Sampling Design
- 3.6 Data types involved
- 3.7 Data collection
 - 3.7.1 Tools and Techniques for collection of primary data
 - 3.7.2 Tools and Techniques for collection of secondary data
- 3.8 Data analysis and interpretation
 - 3.8.1 Techniques for analysis of qualitative data
 - 3.8.2 Techniques for analysis of quantitative data
- 3.9 Pilot study
- 3.10 Reliability and validity
- 3.11 Research Ethics
- 3.12 Research Limitations
- 3.13 Research Outline/Flowchart
- 3.14 Chapter Summary

Issues in the present chapter 3

In general, a research methodology chapter should purely contain the steps/strategies involved in conducting the research. The present chapter has problem identified, goals, etc. I would advise the researcher to completely remove sections 3.1 to 3.5 from the present chapter and arrange as per suggestions given in review of previous 2 chapters. The actual RM must start from only section 3.6. I believe that a mixed approach has been adapted in this study. However, if you read the methodology chapter the researcher has said *(The researcher here has used deductive approaches for this research and its objectives [Refer section 3.6.1]. At the same time in chapter summary it has been given that, 'mixed methodology where both qualitative and quantitative,' 'Study also used multi method strategy to ensure triangulation' [Refer section 3.6.1] . This is contradicting. Also since we are using a case study approach as well, this research is said to adapt only a MIXED APPROACH AND NOT DEDUCTIVE APPROACH. [In section 3.6.2 the researcher has mentioned it correctly, 'Based on the purpose and research questions the researcher has chosen a mix of both quantitative and qualitative approach, as it was the most suitable approach for this thesis.]* However, changes are to be made in section 3.6.2

One major issue in this chapter is, the sampling design part is completely missing. The details of target respondents, sample size, sampling plan, sampling unit etc have to be included by the researcher for both qualitative as well as quantitative techniques respectively since this research makes use of a mixed approach. *[I can see them in chapter 6, however it is important to add them here]*

Another issue is that the design of instruments should come under the research methodology chapter (under section 3.7.1 as per the new structure). The forthcoming chapters must directly have the analysis of the data collected.

The analysis techniques for analyzing the case study should come under section 3.8.1. The details of statistical tools used like ANOVA, simple percentage analysis etc. with formulae should come under section 3.8.2.

Please put the details of pilot study (just for one paragraph on details of number of participants etc) in section 3.9 as per the new structure of the RM.

Please put the following under a different section (3.10 as per the structure suggested by me)

All the instruments were checked for the Validity. Saunders et al. (2007) state that validity is defined as measuring instruments ability to determine what it is supposed to assess. Validity is concerned with whether the findings are really what they appear to be about.

There are three tactics that are available to the researcher to increase the validity and they are; researcher can use multiple sources of evidence, establish a chain of evidence during data collection and let the key information's review a draft of the case study report. (Yin, 2003)

To achieve validity in this research, an e-mail has been sent to the respondents, before the interviews, an introduction where the subject of the research was briefly described and was made to avoid eventual misunderstanding and to prepare the respondents for the interview.

Reliability is one of the most critical elements in assessing the quality of the construct measures, and it is a necessary condition for scale validity. There are several ways to test reliability, such as the test re-tests method, the split- halves method and the internal consistency method. (Hussey and Hussey, 2003)

Comments on Chapter 4

Chapter 4 is very well-written and does not require any change. Also keep the structure of the chapter as it. Only one suggestion is Please change the title of the chapter. Please rename it as 'Analysis of the Qualitative data' for the flow of the thesis to be correct

Comments on Chapter 5

Chapter 5 is very well-written and does not require any change. Also keep the structure of the chapter as it. However please move this chapter after quantitative analysis chapter (This chapter will become the chapter 6 of the new version). Also while writing the results, include results for quantitative as well as qualitative data. After that discuss about the model/framework

Comments on chapter 6 and 7

Please merge chapter 6 and 7 since both are the Analysis of Quantitative data (This chapter will become the chapter 5 of the new version)

Let the sixth chapter become the first part and seventh chapter become the second part of this new chapter. I recommend the following structure for new chapter 5

5.1 Introduction

5.2 Analysis of the pilot survey

5.3 Analysis of the actual survey

5.4 Test of Hypotheses

5.5 Summary

Also in the analysis chapter only tables and interpretations as well as test of hypothesis should be there. Remove all the other section to RM chapter as per the suggestion given for RM chapter. It means

- 5.2 Analysis of the pilot survey, of the new version must include only contents of 6.3 Analysis of Data and 6.4 Discussion on L&T Survey Data of the present version.
- 5.3 Analysis of the actual survey, of the new version must include only contents of 7.2 Data collection and presentation of the present version.
- 5.3 Test of Hypotheses of the new version must include only contents of 7.3 ANOVA analysis of the present version.

Comments on chapter 8

This chapter will become the chapter 7 of the new version. The following would be the structure of this chapter

7.1 Introduction

7.2 Summary of findings

- Findings of the qualitative study
- Findings of the quantitative study
- Findings of the test of hypotheses

7.3 Conclusion

7.4 Recommendations for improvement

7.6 Suggestions for future research

7.7 Implication of the research

7.8 Research limitations

7.9 Summary

Issues in present chapter 8

First of all the conclusion chapter is not proportionate. It means for a thesis of 138 pages there are only 1.5 pages of conclusion chapter which is not at all sufficient. The conclusion chapter should be minimum 8 pages and can extend upto 13 pages. Please follow the above structure for conclusion chapter. Also conclusion chapter must be written in a way such that each and every research objective/question mentioned in chapter 1 is addressed/answered individually. The present conclusion chapter lacks recommendations for the target organizations for improvement based on the results obtained in the survey. Also suggestions should be given in this chapter on how future researchers can extend this research work. The research achievements present in the current chapter (From, '*The achievements of this research can be summarized as follows*' to '*fine tuning the proposed model*') must be moved to section 7.7. Finally the chapter must conclude with the limitations of the research followed by the research summary.