Chapter III

OBJECTIVES OF THE STUDY AND RESEARCH

METHODOLOGY

The research will focus on the following objectives:

1. To study the efficiency of Governance Control and Legal ("GC&L") department.

2. To study Governance Control, Legal department and its role in sustainable development path for any organization.

3. To examine in-depth functionality of Governance Control and Legal department.

4. To determine various barriers to establish governance and their impact on organizational growth.

5. To suggest business model wherein Governance Control and Legal department can be effectively functional to achieve corporate objective.

HYPOTHESIS

Considering the research methodology used, hypotheses are not strictly necessary; however the following working hypotheses have been formed to guide the research.

\[ H_1: \] Majority of organizations has efficient GC&L department, which becomes firewall to manage risk events.

\[ H_2: \] Certain Barriers impacts on the efficiency of GC&L department in most of the organizations.
Research Methodology

3.1. Introduction

Importance of quantitative research methods is enhanced due to the change research focus technological dimension to managerial dimension and organizational angle. As discussed in Introduction chapter of this thesis the aim of the research to study the role of Governance Control and Legal function w.r.t. its contribution in the building good governance in the organization. This chapter covers two segments; the first one comprise sections 3.2, 3.3, 3.4, 3.5 and 3.6, which distributes an overview of the idealistic prototypes in universal way and within the field of Information Technology (IT) in particular. In-addition, it addresses research approaches, research methods as well as data collection sources. Second one engages sections 3.7 and 3.8 which first attempt outs the preferred research methodology and data collection sources for the existing research, in addition it provides a discussion of the reasons for the alternative of an understanding quantitative study along with case study to be carried out in this research, together with explanations for the use of interviews, questionnaire, documents and field notes as data gathering sources for this study research.

3.2. Philosophical prototypes

A continuing disagreement in social science has separated methodologists and scientists into follower of two separate principles. While studying topics related to human being it is also important that scientific methods needs to apply which are more based upon natural science. There is another group of researcher who consider the subjectivist research pattern, the subjectivist research pattern is pedestal on social science also trusts that the formation of the social world. It is the known fact that the each field of research has its own conviction and performs and hence researcher in the field tries to align the research pattern/ methodology with the prevailing methodology. The specific prototype used to collect the data/ get hold of knowledge on the subject matter is known as Philosophical prototypes. Each area of research has specific research Philosophical prototypes to carryout research in the field. In order to achieve expected impact researchers follow the traditional methods of researches. Nevertheless researchers are also aware of the other the possibilities and other practices and postulations.
3.3. Outline of Philosophical Prototypes in Information Systems Research

There are three important Philosophical Prototypes (1) positivist (2) interpretive and (3) critical in the research field of Social science which also comprises information and communication systems research. The form of or research amongst three Prototypes is Positivist. To conduct research in the field of natural science, more reliable method is positivist method, more than method this is the required attitude for carrying research in the field of natural science. The important modus operandi such as reductionism, repeatability and refutation are usually incorporated by researcher who proceeds in the research filed with positivist method. Promoter of the Positivist method also emphasizes that the natural science method are the purely justifiable techniques for the purpose of research in the field of social science. Positivist prototype has distinguished abundant facial manifestations and assumptions. There are the supplementary methods which establish information by inspection of theories and hypotheses. Furthermore, researchers should be paying attention on the purposes and the realities determined about the occurrence are worth-free. In addition, oversimplification is achievable; since portions of the occurrence under research are considered accurate, quantifiable and have fixed connotations. Also Hussey and Hussey demonstrated the positivist research has a reproduction position, manufactures quantitative data, ring into plays huge samples and the development of study is abstractive.

System research adopts definite parameters to pigeonhole arrangements research as positivist. These principles consist of full verification position of recognized suggestions, quantifiable procedures of variables, testing of hypothesis, and inferences drawn about an occurrence from the selected sample set of population.

Interpretive is the second philosophical paradigm that emerged due to the fact that methods applied in natural science are inadequate to social science. Interpretive paradigm is related with people perceptions of their daily activities in the domain world. It accepts that humans make and assign their own inter-subjective significances to the daily activities in the domain world around them. Interpretive researchers make an effort to construct phenomena through the significances and standards that people attribute to them in their real world activities. People trusts that it her for an individual or a group,
reality is accessed and communicated to others through social constructions such as language, shared meanings, perceptions, consciousness and understanding.

Also Collis and Hussey (2009) consider that interpretive research holds expected position, generates wealthy, prejudiced, qualitative data, utilizes small samples and the progression of research is normally instructive. Orlikowski and Baroudi (1991) draw attention to those universalizing consequences is missing in interpretive research. Nevertheless, Ryanet al.(2007) disputed that even supposing discovery cannot be universalized in qualitative research, but they can be relocated and functional to other analogous circumstances. Klein and Myers (1999, p.69) categorize in sequence organization examine as interpretive if it is presupposed that our acquaintance of authenticity is increased simply comprehensive communal productions such as language, awareness, divided significance, certificates, instruments and other objects.

Significant study is the third theoretical prototype. It has been described and pigeonholed by different researchers (Orlikowski and Baroudi 1991; Myers 1997; Myers and Avison 2002; Oates 2006). The abovementioned researchers illustrated how critical investigators presuppose that communal authenticity is historically conventional and that it is engendered and redeveloped by public. They also announce that regardless of the declaration that public can transform their financial and communal conditions, dangerous investigators are conscious that their competence to perform so is organized by miscellaneous appearances of educational, financial, communal and supporting establishment. They also demonstrate how dangerous standard is renowned from positivist and interpretive prototypes. As the preceding attempt to measurement, examine, estimate, transform the common genuineness and change the location per se, whereas the additional two illustrations are concerned with explaining or predicting the location quantity. Regarding system research, the foremost commission of significant investigate as planned by the aforementioned researchers is to disclose the differences, disagreements and confronts connected with the communal authenticity, in order to liberate and authorize people. The next segment will explain the numerous moves toward study.
3.4. Research Approaches

Different categorizations have been utilized to differentiate among study move towards; homothetic against idiographic (Luthans and Davis 1982; Chua 1986), examination beginning the external against examination commencing the within (Evered and Louis 1981, p.385), objectivist in opposition to, in addition to quantitative opposed to qualitative, which is believed as one of the most normal characteristics between them all. Quantitative shift headed for distended in commonplace regulation throughout the justification of bearing in mind standard understanding, while qualitative approach was lengthened in social science for the motivation of education communal and literary. Nonetheless, it should be obvious that quantitative and qualitative techniques may be employed with any examine prototype - positivist, understanding or dangerous - depending on the theoretical suppositions of the investigator.

Quantitative approach vocations with numeric data and depends on figures, while qualitative approach produces wealthy, expressive data that support in recounting and accepting communal happening. Quantitative investigators learning the occurrence by infringement it behind into experimental grouping, while qualitative investigators learn the incident from side to side addressing how, what and why kinds of problems. In reality, quantitative approach arranges importance on attached dimensions and hypotheses testing, whereas qualitative approach is considered to be extra bendable and provide concentration to the superiority of entities, procedures and connotations.

There are numerous methods for data collection it includes questionnaires, observations, documents, and interviews. These techniques are used as useful tool in quantitative analysis as well as qualitative analysis. Table no. 4.1 explains key differences between quantitative and qualitative research.

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#### 3.5. Data Collection Sources

There are various sources for the data collection; following are the most prominent sources for data collection in any research:

- **3.5.1 Questionnaires**: a questionnaire is a sequence of questions considered in a permanent arrangement for the reason of assembling data from individual respondents. Questionnaire habitually transmitted to targeted respondent via post or via email or shared in person collect it from sample of respondents sequentially to load it out and return it back to the researcher. Once all the responses are received from targeted respondents, researcher will commence the review of the responses to analyze the pattern/trend of responses and basis on the maximum number of responses draw a conclusion of the study. In the general parlance questionnaire requires high volume of data in-order to sum up the collective response. (Oates 2006).

- **3.5.2 Focus groups**: Another method of the data collection is focus group wherein group of people are selected to discuss on the common topic (usually these peoples are adequately experience on the respective field), based on their expertise and experiences. Researcher gathers the crux of the discussion and
based on the beliefs, actions and attitudes shared by the people researcher explore the possibilities of identifying the solution to the research problem. (Powell and Single 1996).

3.5.3 Field notes: During data collection researches also observe their topic related activities; also field notes are incredible piece of work created by researcher by their performance and methods while data gathering. This comprises how researchers at hand themselves, assemble data or write notes. Nevertheless, notes that are written on the field may fluctuate based on the discernments and individual examinations of the researcher and the value allocated to them. Furthermore, some researchers believe field notes as a foremost part of the research, however there are other distinguish ground notes as secondary in consequence as they maintain that if the spotlight will orbit approximately writing comprehensive notes, their concentration will be abstracted from understanding the cultural circumstance (Mulhall 2003).

3.5.4 Tests and measures: Tests and measures are a already decided bunch of questions those forces the participants to select the response between Yes/No i.e. available answers, and they are functional to determine how and what characters think (Easterby-Smith et al. 2002).

3.5.5 Archival records: Another important form data collection is archival records; wherein researcher is mostly consider the documents available in the public domain such as service records, maps, graphs, government policies, charts, government notifications, survey data, etc. (Yin 2009).

3.5.6 Physical artifacts: Physical artifacts are scientific instruments or mechanisms that are accumulated or scrutinized as part of a case study research (Yin 2009). Nonetheless, Yin (2009) presents six resources of confirmation that can be particularly worn in-case study research. These confirmations are called as physical artifacts, documentation, interviews, archival records, interviews, direct observations and interviews. The researcher has used questionnaire and documents review, interviews, observations and field notes as foundations of confirmation in this study.
3.5.7 **Observations**: Walsham (1995) recognizes two positions of researchers as observers: outer surface observer and contributor observer. The previous position plants a break among the researcher and respondents because the researcher is supposed as an outsider and therefore may be forbidden from admittance to responsive or private data. However, outside viewer position is in some way advantageous as contributors are more enthusiastic to distribute their straightforward observations with a stranger who does not have a direct collision on their employments. The main foundation of assembling data as an exterior spectator is through interviews. Alternatively, the second position engages assigning the researcher as a member of the field which makes available a prospect to increase a domestic observation and admittance confidential data. Nevertheless, this could obstruct the people being honest because the researcher is seen as one that could influence the movement of the organization.

3.5.8 **Interviews**: Oates (2006) defines an interview as an open intended gathering that is directed by the researcher for the purpose of gathering comprehensive information regarding a certain topic for research reasons. Walsham (1995) divulges that interviews are the important data resource related to understanding case studies, since researchers that use interview examine admittance the observations and analysis of contributors regarding occasions. He also positions out that interviewers should keep the equilibrium between tremendous submissiveness and greater than bearing. Interviews are divided into three major natures: prepared interview, semi prepared interview and unprepared interview (Robson 2002; Hancocket al2009). Prepared interviews apply homogeneous controlled difficulties for every interviewee. Semi prepared interviews comprises a list of subjects to be discovered where the interviewer is enthusiastic to transform the progression of problems or even add new queries based on the stream of the conversation. Unprepared interviews denote that the interviewer has a smaller amount power as he recommend a subject and then pay attention to how interviewee communicate their examinations and thoughts (Oates 2006; Hancocket al2009). Nonetheless, Britten(1995) distinguish partially prepared interviews from detailed interviews as the previous is depend on a movable
configuration and surrounds open ended questions that demarcate the subject to be enclosed where questions could be move away to follow more features about a explicit thought although in detailed interviews are fewer prepared and depend more on producing particulars concerning may be one or two subjects, where the interviewer might append additional problems to ask the interviewee for more elaborations or clarifications. Interviews as well can be one to one (individual) or group interviews (Oates 2006). Group interview can be prepared, semi-prepared or un-prepared. It means meeting two or more respondents one at a time by multiple researchers (Myers and Newman 2007); it is furthermore known as focus group interview, it is important instrument used during research which generates the data via group announcement and interface on a topic individual by the researcher (Morgan 1996).

3.5.9 Documents: Documents are usually separated into two major categories those originate documents and research-produced documents. Establish documents are the previously accessible documents in establishments e.g. Private or public records, at the same time as research-produced documents are shaped by the researcher for the functions of the research for instance memorandums and figures. Documents can be text format (written materials) or multimedia (pictures, audio, videos, websites, internet pages of news papers, etc) (Oates 2006).

3.6. Assortment and Rationalization of Research Methodology
The research is based on quantitative methodology it is taking an interpretive posture. This segment supplies rationalizations for such assortments. Qualitative type of research methods encompasses designating in facts specific situation using research tools like Observations, surveys and interviews. It provides attention on assembling of mainly verbal data instead of measurements.

3.6.1 The Justification of the Interpretive Posture
Come to a decision for overall research viewpoint for the study means assortment stuck between one of the three most important theoretical prototypes in
organizations research. Accordingly the aim and objectives of research is appropriate preference is to track the understanding theoretical prototype. Interpretive prototype permits researchers to increase an in-depth thoughtful of the theme under study by discovering the prejudiced denotations that respondents allocate to it (Orlikowski and Baroudi 1991; Easterby-Smith et al. 2002). The temperament of this study is understandable; since the researcher is trying to understand the respondents’ awareness about the obstructions and pioneers of corporate governance initiatives in the IT/ITES industries. Implementing an Interpretive Posture, permits the researcher to interpretation the prosperity of the questions narrated to corporate governance function with respect to vicinity of Governance Control and Legal function in the establishment. Walsham (1993) stated that to understand the context of the research is important to adopt correct research method (which is appropriate method to collect the data and interprets the data), inappropriate method may not assist to interpretative techniques. In the present study the various initiatives taken by Governance Control and Legal function in IT/ITES industry influences and is influenced by the circumstance together with its stakeholders (who need/ seek advisory support from the function); hence it is vital to follow the interpretive posture in this research as it endow with a enhanced possibility for the researcher to interpret the connotations and discernments of the topic that respondents suppose can manipulate and collision on by Governance Control and Legal function in IT/ITES industry.

Supplementary, from an interpretive posture, Orlikowski and Baroudi 1991, Walsham1993, Myers 1997, Easterby-Smith et al, 2002 and Oates 2006 consider that authenticity is assembled among personality in their accountability as community players. The confronting each other communication involving the researcher and the respondents, permitted the researcher to scrutinize their facial appearances, their body language, ascertain a close teamwork between researcher and respondents also to write countryside memorandums that would be accommodating down the direction for examination.
The researcher was able to scrutinize, discover and documents the observations and ways in which characters make good judgment of the word of Corporate Governance in their sector. Furthermore, Heron (1996) suggested that researchers should have potential of expressing their own assessments, convictions and conclusions during the complete research procedure, not only while selecting the research subject and methods. Researcher has avoided the instance wherein he could be subjective while designing questionnaire, nevertheless researcher is aware of the fact that during collection of data, respondents be biased and their personal experiences may overrule the factual situation and they may not be accurate while responding any question. Hence while designing the questionnaire researcher has taken extra care that non-of the response should be result of the respondents’ frustration about their Governance Control and Legal department. Researcher has shared the contact details in the questionnaire which enabled respondents to connect with research in-case there is any confusion about any specific question/s. Nonetheless, the researcher attempted to make his own assessments and conclusions unambiguous in other means. For example, the researcher kept a documentation of individual notes all from beginning to end his research expedition which permitted him to evaluation of his own energetic position in the research procedure and to scrutinize the different techniques in which his own significances and convictions have influenced and outlined the understanding of discovery and the research development.

It is significant bring up that the positivist prototype is not suitable for this study because the study is not supported by means of an obtainable assumption, but it is performed to illustrate and discover different categories distinguished in the data in order to genuinely comprehend the occurrence. Also positivist prototype arrangements with an extraordinary authenticity which dissimilarities penetratingly with this research that are examining diverse discernments of obstructions and drivers of Corporate Government according to diverse stakeholders from diverse characteristics.

Significant prototype also will not robust for this current study. Since this current study is not endeavoring at evaluating or transforming the status quo. The present
study inquire about to explain the organization that influences the liberation of Governance Control and Legal function in IT/ITES industry.

3.6.2 The Rationale of the Qualitative Approach

The selection of the appropriate research approach, quantitative or qualitative, is influenced by several of aspects, such as monitory aspect, time factor and availability of sources (Hathaway 1995). Considering interpretive prototype and other associated characteristics of the quantitative method, research has decided to conduct present method via qualitative techniques. Following are key influencing elements for selecting quantitative techniques for the study:

(i) Qualitative approach is useful method wherein the researcher can achieve comprehensive information and prosperous explanations (Hoepfl 1997; Boeije 2010) of the Corporate Governance happening.

(ii) Corporate Governance phenomenon is comparatively innovative, in developing nations like India; hence qualitative technique will be a suitable and healthy for the current study because this is utilized when modest is recognized in relation to the phenomenon (Strauss and Corbin 1990).

(iii) Qualitative study is used when researchers attempting to understand and formulate good judgment of the phenomenon in relation to the connotations individuals allocate to it (Banyard and Miller 1998; Denzin and Lincoln 2005). Accordingly, the study is endeavoring to appreciate stakeholder’s perspectives and observations of the Corporate Governance phenomenon consecutively to realize the management that influence the improvement of level of good governance in the industry.

(iv) Qualitative technique is also adopted while collecting information related to the social actuality and be aware of the social and cultural connotations in the circumstance of Corporate Governance phenomenon (Harvey and Myers 1995); hence, it is robust and well suitable to the current research. The present study intends at determining the communal, managerial and educational characteristics and perceptions of corporate governance phenomenon in IT and ITES industries based in Pune.
Most importantly examination of data in qualitative studies is generally interpretive and instructive; the study is also related to the invention of subject matters to produce discoveries (Creswell 1994. The progression of data analysis initiates with reviewing texts, assembling thesis and conclusion with manufacturing importance of the discoveries of the research (Strauss and Corbin 1990). The required-following conclusion of this current study has been accomplished by reviewing the data produced from the questionnaire, review of documents, review of websites, selected interviews, field notes and developing grouping to smooth the progress of attending the outcomes.

Lastly, Miles and Huberman (1994) demonstrated that the quantitative techniques of research are useful tools those engages various investigation process via which researchers originate sympathetic social experience increasingly by generating, evaluating, arranging and classifying the prototypes of the research. The researcher has engaged the quantitative study techniques in the present study. Because of the reality that qualitative techniques requires mechanism of numeric data and depends on statistics instead of depending upon producing prosperous and evocative data (Oates 2006), and that it put downs importance on permanent dimensions and hypotheses testing (Bryman 1984) also this basically investigates for a reason and consequence association rather than connotations in the background (Harvey and Myers 1995). This formulates minute intelligence to choose qualitative approach for this study.

3.7. **Rationalizations for Selected Data Collection Resources**

Qualitative data are found/ collected via numerous methods such as questionnaire, review of documents, field notes, etc. (Thorne 2000). Parikh (2002) affirms that researchers accumulated two most important types of data for the research; first is primary data and second is secondary data. Primary data is the data gathered straightforwardly by the researcher particularly to provide a proposed research while secondary data is data gathered by other persons or associations for miscellaneous reasons but are constructive for the research. Saunderset et al(2007) pointed out that a most important benefit researchers could acquire from secondary data is time and money saving. The primary information gathering
resources used for this research were qualitative questionnaire. Hartley (2004) describes that accumulating information from diverse sources permits for increasing a bottomless and complete sympathetic of the occurrence being premeditated and its circumstance. This strengthen with Benbasatet et al (1987) and Yin (2003) who has proposed that compound information compilation resources augment the occasion for triangulation which may sustain the researcher’s wrapping ups. Motivations for deciding questionnaire method is illustrated below.

3.7.1 Questionnaire

Qualitative questionnaire is the main dependent source of data collection in the research. The most reliable method for collecting data from corporate world is sharing list of questions, which are designed in a sequence to support respondent to contribute in the research. The questions are structured in a way that helps and allows respondent to think on it before providing response. The targeted respondents are either directly or indirectly working with the Governance Control and Legal function. There are personal questions in the questionnaire which guide researcher to consider response from the respondent, such as age, experience, qualification etc. The sensitive data such as mobile no. and email id are tagged as optional (considering possible cyber threat). Most of the questions are close ended with multiple options (objective type), nevertheless 10% questions are open ended which also allows respondents to share thoughts, experience, suggestions, views, etc. To be more explicit, the researcher heavily trusted on the comprehensive and focused individual questionnaire as reliable source for the collection of primary data required for this study. There are various methods available for the data collection; however researcher ah s selected questionnaire method as primary source for the data collection because, data collected via this method has high accuracy. There are respondents who are not so vocal and not comfortable to share data during interview, however such respondents can provide their inputs via questionnaire (in written), and respondent is given an opportunity to read carefully/ understand the question and then provide the response. There are many authors such as Myers and Newman (2007) who
considers that qualitative interview is the important data compilation instrument in qualitative research, however they decline to treat qualitative interview as a uncomplicated instrument of gathering data and assessment the IS research literature in look upon to the technique of treatment qualitative interview and maintain that it is fundamentally an un-scrutinized technique. These authors disagree the fact that qualitative interview is encumbered with complicatedness that are over and over again missing when writing IS research reports. Consequently, the researcher endeavors to triumph over this evaluation by unfolding in particulars the qualitative interview development accomplished for this research.

Quantitative questionnaire enables researchers to scrutinize in detailed individual understanding and sentiments of contributors. In accumulation to that, it permits researchers to inspect approachable substances or secret information that contributors might not believe happy to distribute through other instruments such as interview with somebody they have not met (Oates2006). Throughout accomplishing qualitative questionnaire, the researcher was able to obtain comprehensive details from contributors/ respondents related to the Governance Control and Legal function, and the important services that have impact on the Corporate Governance in the Information Technology (IT)/ Information Technology Enabled Services (ITES) industry based in Pune district. The researcher also observed that respondents were more enthusiastic to distribute personal experiences via answering the open ended questions in the questionnaire. Additionally, the researcher determined to seek inputs from individual employees moderately instead of seeking collective inputs from one respondent on-behalf of other employees of the company. Researcher strongly believes that the individual responses are more productive to the study rather than seeking collective inputs. While there is liberal work cultural and equal opportunities provided to male and females in the IT and ITES industry, responses are sought from both the genders. Questionnaire method prevails over the interview method in this scenario as well, because female colleges may not be comfortable to share inputs with male researcher and visa-a-versa when researcher is female and respondent is male.
Questionnaire method allows the comfort to respondent because responses are not mandatorily required to be provided in the presence of researcher.

3.7.2 Documents

In addition to qualitative questionnaire (being the primary source for the data collection) main resource for collecting primary data, the researcher also explored miscellaneous sources to gather data e.g. review of documents. Researcher also considered various notifications, circulars, listing agreement template, etc. issued by government of India. There are various government policies and guidelines w.r.t. establishing good governance in the establishment, these documents analyzed as part of secondary source of data. The researcher also examined extensive collection of documents such as government notifications, government announcements (for corporate) via print media and electronic media. The documents such as government circular, notification, rules, policies, etc. are authentic source of data for the research purpose, there is no question on the accuracy of the documents as the source of these documents was either legislative authority or autonomous bodies (such as RBI, SEBI, BSE, NSE, MCA, etc). This secondary data is also useful for evaluating the findings and observations of the research; it provides background for the ascertaining actual requirements. This is not the only source of secondary data; however it is one of the important sources of secondary data (used during this research to compare the findings received from other sources).

3.7.3 Field notes

During research another method adopted i.e. collection of field notes. While majority data collected via questionnaire method, there are few respondents who have provided their inputs via interview. Data published on various government websites and private websites was also referred during research, notes were populated based on the review of various websites. Information available on the websites (related to Corporate Governance) was carefully analyzed. Researcher has also noted down own views and interpretation on the material published on
the website. There are various government guidelines and policies pertaining to
good governance, while referring those guidelines and policies related notes were
brought down. A Field note promoted the researcher to revisit the thought process
and reenergizes the research work.

3.8. Summary
In the beginning of the chapter there is discussion around the two major
philosophical schools of thought. Proceeding further proceeded there is
elaboration about the three philosophical prototypes which are commonly used
when research is related to the Information Technology. The chapter also provides
high level overview on the distinct types of research approaches available, various
methodologies for collecting data for the research. Most importantly there is
discussion around the methodology used in this research and rational for selecting
specific methodology for the research. It also provides the motivations for the
selection of an interpretive posture. It also demonstrates the rationale behind
selection of qualitative approach above the quantitative approach. It gives details
about the inspirations behind the assortment of the questionnaire method over
other quantitative research methods.

3.8.1 Population
The population comprises of employees working directly/indirectly with
Governance Control and Legal department of Information Technology
(IT)/ Information Technology Enabled Services (ITES) Companies, based
in Pune District, Maharashtra State (India).

3.8.2 Sample Size
The sample set comprises inputs from professionals working in the field of
Governance Control and Legal function, which directly indirectly supports
IT/ITES Companies. Total sample size is 250 employees working with 30
different organisations/companies.
3.8.3 Sample technique
Data available on the subject provides guidelines are critically analyzed. Also professionals’ at all level working in the field of Governance Control and Legal are divided into different strategy groups based on their designation; therefore the sampling technique used for this research is Non Probability Sampling and Stratified Random Sampling.

3.8.4 Sources and Methods of Data Collections
The primary data is collected through structured questionnaire and by interviewing; the employees of the 30 IT/ITES companies and professional working directly/indirectly with IT/ITES companies (based in Pune District). Secondary data is collected from various books, journals, periodicals, magazines, report of committees, published research reports and websites, etc.

3.8.5 Data Analysis
Non Parametric Chi Square Test is used as statistical technique to analyze the collected data collected for the study. - t. All required tolls including MS Excel spreadsheet and IBM-SPSS 21.0 is used for testing of hypothesis and analyzes the present data.

3.8.6 Role of Research in Decision Making
Decision-making is the process of selecting the best alternative from the available Set of alternatives. Management is chiefly concerned with decision-making and its implementation. These decisions should be based on appropriate studies, evaluations and observations. Research provides us with knowledge and skills need to solve the problems and to meet the challenges of a fast-paced Decision Making environment.

3.8.7 Study Period
The research is completed in a period of 2 years (approx.).
3.8.8 Scheme of Chapters
Chapter 1: Preamble
Chapter 2: Organization
Chapter 3: Research Objectives, Hypothesis and Research Methodology
Chapter 4: Review of Literature
Chapter 5: Data Collection and Analysis
Chapter 6: Results and Discussion
Chapter 7: Recommendations/ Suggestions
References

3.8.9 Scope and Limitations of the Study
The study is restricted to IT/ ITES Companies/ Organization. The study will be limited to data available via books, journals, periodicals, magazines websites and employees working in Governance Control and Legal Departments. The employees selected for the research work are the employees working as Executive and above grades.

3.8.10 Research Area
Area for this research is specific to Governance Control and Legal department and its contribution to Corporate Governance.