



COURSE.....Survey Research  
 SEMESTER/YEAR.... 2<sup>o</sup>/2026  
 PROGRAM..... Spring School  
 CLASS-HOURS..... ☒ 30 hours  
 PROFESSOR..... Barbara Flynn  
 LANGUAGE.....ENGLISH  
 DELIVERY.....Online

### COURSE OBJECTIVES

This course will develop participants' ability to design survey research projects, using a hands-on workshop format. It is appropriate for participants in both professional and academic graduate programs. The course will focus on planning a survey research project, developing reliable and valid survey data collection instruments, administering the survey, analyzing the results, and disseminating the results through a dissertation, thesis, or academic journal article. Participants will receive support and feedback for developing their own survey research ideas into publication quality materials.

### LEARNING GOALS

The course learning goals are presented in the table below, showing how they contribute to the learning goals related to the objectives of CMCD AE.

GRAU DE CONTRIBUIÇÃO / LEVEL OF CONTRIBUTION *			
Forte / High	Intermediário / Medium	Reduzido / Low	Nenhum / None
●●●	●●○	●○○	○○○

Objetivos do CMCD AE / CMCD AE Objectives	Objetivos da disciplina / Course learning goals	Grau de contribuição / Level of Contribution *
Métodos qualitativos de pesquisa / Qualitative research methods	---Participants will understand the role of qualitative research in laying the foundation for a survey research study.	●○○
Métodos quantitativos de pesquisa / Quantitative research methods	---Participants will develop an analytical strategy for their survey research project. ---Participants will align hypothesis testing techniques with levels of measurement. ---Participants will articulate reliability and validity implications of their proposed survey research project.	●●○
Conhecimento do tema (CMCD AE) / teoria (CDAE) de pesquisa Knowledge of research themes (Master) and theory (Doctorate)	--Participants will develop a plan for grounding their survey research proposal in extant theory, research themes, and literature in their area of study.	●●○
Desenho e Desenvolvimento de Pesquisa / Design and Development of Research	---Participants will write a survey research proposal, following international standards for academic papers.	●●●
Relevância (CMCD AE) e inovação (CDAE) em pesquisa / Relevance (Master and Doctorate) and innovation (Doctorate) in research	---Participants will develop reliable and valid survey instruments appropriate for their dissertation, thesis, or academic journal in their area of study.	●●●
Elaboração de artigos / Development of academic papers	---Participants will share survey research ideas with other participants.	●○○

## PREVIOUS KNOWLEDGE REQUIRED

The course is targeted at graduate students who are in the process of developing their own research projects, for their professional or academic graduate programs. The typical student is in the process of developing a dissertation or thesis, however, graduate students who are earlier in their studies are welcome. It is not necessary to have a research project in process.

## CONTENT/METHODOLOGY

**All class sessions will take place online**, using Zoom. You can connect using the following link: <https://iu.zoom.us/j/84434155591>. This is a discussion based and hands-on course, thus, detailed preparation and active participation is essential. You are required to have your camera on during all class sessions, so that we can have an effective discussion.

All sessions will be recorded, and the recordings will be posted in eclass. The recordings are for your reference and are not meant to be a substitute for attending the live class sessions.

## ASSESSMENT

Class discussion and participation	25%
Survey research proposal	15%
Assignments	40%
Quizzes	20%

### • Class Discussion and Participation

Class discussion and participation in hands-on exercises are a critical means of mastering the material covered in this class. As such, it is important that you attend every class session, arrive on time, have your camera turned on, and are well prepared. It is imperative that you carefully read and think about the assigned reading prior to class and that you come to class ready to actively contribute to the discussion.

### • Survey Research Proposal

You will design a survey research project on a topic of your choice. The written project will include your research question, brief outline of research support or the rationale, project strategy, and a detailed Method section. More advanced students may want to start with the project that will become your thesis or dissertation. However, it is fine to use any research project that you would like, including an idea you develop solely for the purposes of this course. If you use a project that you have already been working on, you will need to be flexible to incorporating class feedback to make modifications to it, for the purposes of this course. Please note that you are **required to use survey research** as the data collection method for your project, regardless of the method you are using in your own research. Please do not cut and paste from your dissertation or thesis; you are expected to develop original material for this course.

### • Assignments

There will be an assignment to be completed in preparation for every class session and submitted in eclass **prior to the start of each session** (late submissions will not be accepted, since we will be discussing them during class). These assignments will help you think about important aspects of survey research applied to your own research project. In addition to submitting your completed assignment prior to each class session, please be prepared to share and discuss the assignments during class.

### • Quizzes

There will be two quizzes to help you master the reading assignments and material that we cover. They will be online during class and open notes (including articles and class materials). It is important to avoid

becoming complacent because the quizzes are open notes; putting time into preparation for the quizzes will result in better performance. There are no other exams in this course, so you should consider the two quizzes as equivalent to a midterm exam and a final exam as you prepare for them.

#### **BIBLIOGRAPHY (articles provided in eClass)**

- Armstrong, J.S. & Overton, T.S., 1977. Estimating nonresponse bias in mail surveys. *Journal of Marketing Research*, 47(3), 9-16.
- Barley, S. (2006). When I write my masterpiece: Thoughts on what makes a paper interesting. *Academy of Management Journal*, 49(4), 16-20.
- Farh J.L., Cannella, A.A. & Lee, C., 2006. Approaches to scale development in Chinese management research. *Management and Organizational Review*, 2(3), 301-318.
- Flynn, B., Pagell, M., & Fugate, B., 2018. Survey research in supply chain management: The need for evolution in our expectations. *Journal of Supply Chain Management*, 54(1), 1-15.
- Kumar, N., Stern, L.W. & Anderson, J.C., 1993. Conducting interorganizational research using key informants. *Academy of Management Journal*, 36(6), 1633-1651.
- MacKenzie, S.B. & Podsakoff, P.M., 2012. Common method bias in marketing: Causes, mechanisms, and procedural remedies. *Journal of Retailing*, 88(4), 542-555.
- Porter, C.O.L.H., Outlaw, R., Gayle, J.P. & Cho, T.S., 2019. The use of online panel data in management research: A review and recommendations. *Journal of Management*, 45(1), 319-344.
- Rungtusanatham, M., Wallin, C., and Eckerd, S., 2011. The vignette in a scenario-based role playing experiment. *Journal of Supply Chain Management*, 47(3), 9-16.

#### **COURSE SCHEDULE (please see following page)**

### Schedule of Classes

<b>Date</b>	<b>Topic</b>	<b>Preparatory Reading</b>	<b>Assignment Due</b>
6/10	Planning a Survey Research Study	Barley: "When I Write my Masterpiece: Thoughts on What Makes a Paper Interesting"	<b>A1:</b> Please submit a published paper of your choice that uses survey research.
13/10	Survey Sample Selection	Kumar & Anderson: "Conducting Interorganizational Research Using Key Informants"	<b>A2:</b> Empathy map
20/10	Survey Reliability and Validity	Rungtusanatham, et al.: "The Vignette in a Scenario-Based Role-Playing Experiment"	<b>A3:</b> Sample description
27/10	Writing Survey Items and Response Choices	Farh, et al.: "Approaches to Scale Development in Chinese Management Research"	<b>A4:</b> Purpose statement Quiz 1
3/11	Survey Pretesting, Pilot Testing, and Revision	Flynn, et al.: "Survey Research in Supply Chain Management: The Need for Evolution in our Expectations"	<b>A5:</b> Covid scales
10/11	Survey Data Collection and Data Cleaning	Porter, et al.: "The Use of Online Panel Data in Management Research: A Review and Recommendations."	<b>A6:</b> Outline of constructs and scales for your proposed research
17/11	Survey Data Analysis and Hypothesis Testing	Armstrong & Overton: "Estimating Nonresponse Bias in Mail Surveys"	<b>A7:</b> Scales for your proposed research
24/11	Writing a Survey-Based Research Manuscript	MacKenzie & Podsakoff: "Common Method Bias in Marketing: Causes, Mechanisms, and Procedural Remedies"	<b>A8:</b> Revised scales Quiz 2
Your survey research proposal is due on 1/12			

## FACULTY INFORMATION

Barbara B. Flynn received a D.B.A. in operations management from Indiana University, a M.B.A. from Marquette University and a B.A. in psychology from Ripon College. She is a visiting professor of operations management at Fundação Getúlio Vargas and Professor Emeritus at Indiana University. Her previous academic appointments have been at Wake Forest University, Iowa State University, and Louisiana State University. She is a Fellow of the Decision Sciences Institute and recipient of the Distinguished Service Award from the Decision Sciences Institute and the Distinguished Scholar Award from the Operations Management division of the Academy of Management.



Professor Flynn has received research funding from the National Science Foundation, the U.S. Department of Education and the Center for Innovation Management Studies. She is director of the High Performance Manufacturing global research group, which has used survey methodology to study the relationship between manufacturing practices and performance across organizational and national cultures for over 35 years. Professor Flynn is former Co-Editor-in-Chief of *Journal of Supply Chain Management*, former Editor-in-Chief and founding editor of *Decision Sciences Journal of Innovative Education*, and former Editor-in-Chief of *Quality Management Journal*. She is a past President of the Decision Sciences Institute and has held leadership positions in the Decision Sciences Institute, Academy of Management, INFORMS, and the Association for Supply Chain Management. Her publications appear in *Journal of Operations Management*, *Management Science*, *Academy of Management Journal*, *Journal of Supply Chain Management*, *Production and Operations Management*, and other top journals.

Email address: [bbflynn@iu.edu](mailto:bbflynn@iu.edu) or [Barbara.Flynn@fgv.br](mailto:Barbara.Flynn@fgv.br).