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Highlights

Business Contingency Planning

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Discovering Thoughts, Inventing Future

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Contents of the Issue

i. Copyright Notice
ii. Editorial Board Members
iii. Chief Author and Dean
iv. Contents of the Issue

1. Conceptions of 19th Century Organizational Competition: Ideological Possibilities in the United States Railway Environment between 1870 and 1880. *1-10*
2. Integration of Covid-19 in the Business Contingency Planning of MEGHNA Bank Rabeya. *11-15*
3. Management Research: Discussion on Leadership Study Area. *17-28*
4. Ethnography: An Analysis of its Advantages and Disadvantages. *29-32*
5. The Role of Pentecostal Church Leadership to the Covid-19 Pandemic in Zimbabwe. *33-38*

v. Fellows
vi. Auxiliary Memberships
vii. Preferred Author Guidelines
viii. Index

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Conceptions of 19th Century Organizational Competition: Ideological Possibilities in the United States Railway Environment between 1870 and 1880

By Alexandre Hochmann Béhar, Douglas Inácio Fragoso Ferreira & Raudyane Soares Marreiro

Abstract- Discursive constructions are laden with meanings tied to the historical and social context, which are linked. Historically, the development of concepts associated with Administration is presented in a de contextualized and anachronistic way, which could indicate a manipulative ideological potential. Therefore, this article analyzes the concept of competition, which is so dear to Administration, in the context of the origin of modern organization: the United States railway companies. Thus, through use of the Infinite Conceptual Puzzle, journalistic articles were selected from the American Railroad Journal, for an analysis of the conceptions of competition between 1870 and 1880. The analysis proposed indicates an approximation between the various perspectives of competition and the positive perspective.

Keywords: competition; united states railways; infinite conceptual puzzle; ideology; historical research.

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Conceptions of 19th Century Organizational Competition: Ideological Possibilities in the United States Railway Environment between 1870 and 1880

Alexandre Hochmann Béhar [α], Douglas Inácio Fragoso Ferreira [σ] & Raudyane Soares Marreiro [ρ]

Abstract- **Discursive constructions are laden with meanings tied to the historical and social context, which are linked. Historically, the development of concepts associated with Administration is presented in a de contextualized and anachronistic way, which could indicate a manipulative ideological potential. Therefore, this article analyzes the concept of competition, which is so dear to Administration, in the context of the origin of modern organization: the United States railway companies. Thus, through use of the Infinite Conceptual Puzzle, journalistic articles were selected from the American Railroad Journal, for an analysis of the conceptions of competition between 1870 and 1880. The analysis proposed indicates an approximation between the various perspectives of competition and the positive perspective. This is linked to the intention (and idea of a right) of competing against foreign nations in the external market, also as a demonstration of development and a level of civilization, and the railroads were crucial for this competition.**

Keywords: competition; united states railways; infinite conceptual puzzle; ideology; historical research.

I. Introduction

This article continues the historical, conceptual and discursive analysis conducted by Béhar and Feitosa (2020), with regards to conceptions of the concept of competition in the 19th century United States railroad environment. This proposal not only arises from the relevance of United States railroad organizations as the principal model of modern organization (Chandler, 1999; Perrow, 2002; White, 2012) but, more specifically, contemporary criticism of organizational competition (Béhar; Feitosa, 2020). The anachronistic nature of the field (Matitz; Vizeu, 2012; Moura, 2014; Béhar, 2019), possibility of inadequate discursive appropriation, and individual manipulation orientated by ideologies, are associated with these (Ramos, 1983; Tragtenberg, 2005; Barreto, 2014; Seifert; Vizeu, 2015; Béhar, 2019).

From the conceptual and historic perspective, we identified that the concept of competition originates in classical economics (Smith, 1976; Bacic, 2011). Guided by the emerging bourgeois society, the classical conception of competition places it at the same level as natural actions, acting to balance financial and commercial relations between countries, being presented as a fundamental way to achieve progress and economic development (Bacic, 2011; Hobs bawm 2014).

However, the bourgeois origin of competition relates to broader contextual aspects than merely the economic characteristic. It links the transformations which took place in European society, disseminated about emerging nations on the American continent (Hobsbawm, 2014). In this regard, it is the United States in particular that sees the influences of the new model of rationality, supported by technique and calculability, and the emerging democratic ideas of freedom and individual action (Fernandes; Morais, 2004; Karnal, 2004). In this context, although railway companies stand out as a symbol of evolution and technological advance, the development of a rail network is associated with intense economic development and social impact (Wolmar, 2012a).

On account of its transformative nature, this moment is also associated with the preparation of a new set of lexicons. This became essential due to the need to give meaning to new work that was being presented (Hobsbawm, 2014). However, besides the relation between the creation of a discursive meaning and the socio-historic context to which it is related, discursive practices would also be related to reinforcement and power disputes (Foucault, 2007; 2008; Van Dijk, 2017). Its support for control and manipulation develops on the subjectivity of individuals and social interaction, influencing conceptions about reality, establishing a differentiation between the different social groups. These premises orientate what in this study is understood by the concept of ideology, in corporate in to the creation of a socially-shared discursive meaning (Van Dijk, 2006; 2015; 2017).

With this in mind, the objective of this article is to analyze the ideological conceptions of competition in the United States railroad environment between 1870 and 1880. The interval proposed is intended to repeat the period covered by Béhar and Feitosa (2020), enabling discursive repetitions and variations to be identified, which contribute towards the analysis.

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Corresponding with the objective, this research is developed from the strategy of historical research, supported by the "reorientationist" perspective (Üsdiken; Kieser, 2004; Jacques, 2006; Costa, Barros; Martins, 2010; Matitz; Vizeu, 2012): the Infinite Conceptual Puzzle (Béhar; Feitosa, 2019). This analytical method aims to allow reflection on ideological orientation, underlying conceptions related to a concept, from its socio-historic establishment. Therefore, it takes into consideration a wide range of socially- shared discourse during the period in which the analysis is developed. Selection of the source to construct the corpus is supported by Perrow (2002), White (2012) and Wolmar (2012 a; 2012b), highlighting the importance of the American Railroad Journal at the time. The analysis undertaken was based on 466 articles, identified in 517 editions of journals, and 15,594 pages. Discourses by railroad managers, representatives from the press, civil society and the state are associated with the corpus.

From the issues introduced, we will present the fundamental structures of this article in the following sections. Firstly, we will present the theoretical framework of this study, especially dedicated to retrieving competition as an element of "organizational society," the context of the 19th century, and United States railroad competition. This will be followed by the premises, methodological procedures, and document analysis. To finalize, we will present the final considerations of this research.

II. Competition as Anelement of "Organizational Society"

The idea of competition, even within the organizational domain, is not something recent, nor can it be analyzed out of its context. In relation to these questions, we observe that the contemporary idea of competition is associated with profound transformations in European society, especially from the 18th century. Linked to classical economics, the conception of competition is connected to the concept of perfect competition. More specifically, it refers to an organization`s capacity, from its skills and capacities, to compete against other organizations for preferential access to markets or consumers (Bacic, 2011. Thus, guided by an "invisible hand" (Smith, 1976, p. 438), competition is presented as a force of nature, expressed in the market "as a basic phenomenon which directs and awards a singular dynamic on the capitalist system" (Bacic, 2011, p.19).

With regards to the role of context, the conception of competition presented also relates to the profound scientific, political and social transformations which took place, especially from the 18th century, in contrast to the model of medieval society. Associated with the bourgeois project of society, these transformations were centered on the economic perspective, and made an innovative, productive, rationality model possible, due to the Industrial Revolution (Wallerstein, 1974; Braudel, 1996; Weber, 2006; Hobsbawm, 2014).

However, although the economic aspect was presented as fundamental, the need for transformations that enabled the formation of a new model of society, associated with bourgeois intentions, needed to go further. Thus, the ideals of individual freedom, justice and progress (Hobsbawm, 2014) were established in the utilitarian model of rationality and technique (Weber, 2006; Hobsbawm, 2014). For example, the establishment of the modern state is associated with these issues (Weber, 2006).

Captained accordingly, this Eurocentric "organizational society" (Clegg, 1998; Reed, 2010) supports the justification for expansion over others for industrial development. From the conception of Darwinian competition, the understanding was shared that technological and economic advance would mean higher social evolution and, therefore, the capacity to provide (or guarantee) what they understood to be a new evolutionary level of humanity (Dobb, 2012; Hobsbawm, 2014).

These issues were seen as fundamental, for a better understanding of the development of the United States and, consequently the railroad companies in this country. This declaration is made on account of the moment in which the United States was established as an independent nation, with these principles as its guide, since it is the time in which the transformations presented were simmering in Europe. These aspects will be examined in further detail in the following section.

III. The 19TH Century United States Railway: Context and Competition

Initially related to the displacement of immigrants who sought to settle in this British colony, economic development and population growth in the 17th and 18th centuries, and the incorporation of emerging European bourgeois ideals, led to the declaration of independence in 1776. Arising from its historic constitution, the intention and desire to develop a new nation was based upon Republican ideas of democracy and individual freedom. However, the development of a new nation was far from being presented as homogeneous. Glaring differences between the colonies in the north (industrialized and salaried) and those in the south (agricultural exporters and slave holders), reached their limit in 1862, and is an essential requirement to understand the Civil War. The victorious north had strong relations with European aspirations, such as reinforcement of the desire for expansionism, an increase in the nation`s political autonomy, economic self-sufficiency, and international

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significance (Karnal, 2004; Fernandes; Morais, 2004; Ameur, 2013).

A fundamental aspect for the victory of the northern colonies, the role of the railroads went beyond impacts on logistics. On account of the possibilities of technological, economic, and social advances during the 19th century, the perception associated with the railroads was of progress, and the development of humanity. This condition was even more pronounced in such a young nation and far-ranging territory, as was the case of the United States. Thus, although beginning in the 1820s, the United States rail network expanded rapidly over the years, becoming more prominent from 1862, with the construction of the country`s first transcontinental railroad (in addition to the above-mentioned leading role in the Civil War between 1861 and 1865) (Perrow, 2002; White, 2012; Wolmar, 2012a; 2012b).

Unlike other countries, such as Great Britain, rapid expansion of the United States railroad took place with the determinations of private capital, under the premises of the liberal perspective that orientated the birth of the nation. Intense growth in the number of railroad companies and their operations, created an environment of intense competition. However, the goal of this competition was not limited to railroad companies, but also to water transport canals, which had played a prominent role in transporting merchandise before the rise of the railways (Perrow, 2002; White, 2012; Wolmar, 2012a;2012b; Béhar; Feitosa, 2020).

The economic and geopolitical role exercised by the railroads during the 19th century increased the importance and impacts of railway competition, in the dispute for hegemony by countries. Therefore, not only were these companies presented as the cradle to create various modern organizational practices (due to operational complexity) (Chandler, 1999; Perrow, 2002), but aspects of railroad competition were also discussed from a broader perspective (Béhar and Feitosa, 2020). These effects were closely associated with the consequences of the American Civil War (Chandler, 1999; Perrow, 2002; Wolmar, 2012a; 2012b).

Therefore, analyzing between 1859 and 1869, Béhar and Feitosa (2020) observed variations in the conceptions between shared competition, especially between the following social actors: railway managers and the press. In relation to this analysis, although during the period in which the Civil War and construction of the Pacific Railroad took place, the railroad companies made harsh criticism of the consequences of competition (negative perspective of competition), demanding restrictions, press representatives presented an expressive variation of the conception associated with the concept. With respect to this actor, we propose that defense of a classic conception of competition in the United States railroad environment (positive perspective of competition), observed prior to the Civil War and construction of the country`s first transcontinental railroad, would play a questionable role following the Civil War. From these milestones, Béhar and Feitosa (2020) understand that while press representatives followed the railroad managers`criticism of competitive practices between railroad companies (negative perspective of competition), they defended the right and building the nation`s capacity to compete internationally, through the railways (positive perspective of competition).

Discursive variations of this type did not take place on a random basis. Previously, in addition to representing world viewpoints and conceptions of reality, they could also constitute a way of influencing and manipulating, from power disputes (Foucault, 2007; 2008; Van Dijk, 2017). These questions (or premises) will be covered in detail in the next section, in addition to the associated methodological procedures.

IV. Premises and Methodological Procedures

The declaration that this research is related to a qualitative approach is not sufficient for a more thorough presentation. Besides the characteristics of this research, such as considerations on the role of the researcher, the intention to value subjective aspects and provide new interpretations of phenomena (Denzin; Lincoln, 2006), this study is based on the premises of Critical Discourse Studies (CDS). Starting with the conception of discourse as a vast means of communication, and field for the dispute for power (Foucault, 2008), as premises we would like to refer to the role of discourse as a path towards acquisition, reproduction and the legitimization of ideologies (Van Dijk, 2015; 2017).

In Van Dijk`s (2015) conception, ideology becomes a form of social cognition, supported by a system of mental representations that establish a group identity. With the main means to disseminate and strengthen its conceptions in the communicative process, ideologies are also presented as representations of interests between different social groups, in the dispute for power. In this respect, "ideologies typically represent who we are, what we do, why we do it, how to do it (we should or should not), and so that we do it; in other words, our identity, actions, objectives, norms and values, resources, and social interests" (Van Dijk, 2015, p.54, highlighted by the author). Arising from this, Van Dijk (2015) observes that ideologies are not only negative, since in the same way they are used for domination, they are also presented as a means for resistance.

However, shared ideological conceptions are not static. To the contrary, supported on the discourse-cognition-context axis, ideological preparations

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accompany the need for social groups to adjust and adapt. The limits of socially-shared mental representations, deeply associated with the model of social cognition of a certain time, apply to this context. Related to these is discourse, as a possibility for individual apprehension, and a means of group propagation of the mental representations developed (Van Dijk, 2015; 2017).

With this conception of ideology, we highlight the criticism associated with appropriation, the improper use of concepts in Administration (Ramos, 1983; Moura, 2014) and the anachronism present in these theoretical constructions (Matitz; Vizeu, 2012; Moura, 2014; Béhar, 2019). Guided by Van Dijk`s (2015; 2017) perspective, we share the understanding that these weaknesses could be presented as discursive means to dominate and manipulate, through discourse. This aspect is also reinforced by the ideological nature present in organizational theorizations (Tragtenberg, 2005; Barreto, 2014; Seifert; Vizeu, 2015; Béhar, 2019). Thus, we understand that a study guided by a historical perspective (Jacques, 2006; Costa, Barros; Martins, 2010; Matitz; Vizeu, 2012), especially the reorientationist approach (Üsdiken; Kieser, 2004; Costa; Barros; Martins, 2010), may contribute towards resolving this manipulative potential, providing elements to expand the debate and recover the temporal perspectives of concepts (Vizeu, 2010; Matitz; Vizeu, 2012).

Thus, on account of the specific characteristics for conducting this study, we opted for the methodological strategy of the Infinite Conceptual Puzzle (Béhar; Feitosa, 2019). Supported by premises of Koselleck`s conceptual history (1992; 2006) and Van Dijk`s (2006; 2015; 2017) Critical Discourse Studies (CDS), this method proposes a multiple discursive and critical-reflexive analysis, guided by ideological possibilities, related to a concept, which are synchronous and linked to a socio-historical context. As a discursive analysis for reflection, the role of power in the socio-historical context in question should also be considered, allowing for inferences on mental representations and domination for behavior. Hence, the use of a lexical analysis of discourses proposed by Van Dijk (2006) emerge as an analytical method connected to this research strategy. To this, we observe an investigation into the variation of lexical elements in the discourse, which represent a means for ideological expression. Operationally, the above-mentioned method of analysis is supported by the identification of factors of preposition (adjectives, complements and sentence structure), to evaluate local and global consistency (construction of semantic consistency in the discursive context), and an indication of propositional relations (search for what is beyond the written text) possible in the discourse in question.

As a historical research strategy, we conducted document research (Bauer; Gaskell; Allum, 2008; Creswell, 2010), supported by files available online. Considering the representativeness of various discourses associated with the context under analysis, we accessed articles in the American Railroad Journal (Perrow, 2002; White, 2012; Wolmar; 2012a; 2012b) for the research period. Looking for terms associated with competition (starting with "compet"), we identified 466 articles in which competition was mentioned. These articles were identified in 517 editions of the journal, on 15,594 pages. It should be noted that we were not able to analyze1879, due to the characteristics of the articles available for access. Analyses of this research will be presented in the following section.

V. Conceptions of Competition in the United States Railway Environment Between 1870 and 1880

As observed in the previous section, the discursive analysis proposed was developed from a total of 466 articles in the American Railroad Journal. For the purposes of information, from these we had the highest frequency of articles by social actors: "railroad managers" (311 articles) and "the press" (140 articles). There was a lower frequency for "government representatives" (09) and "civil Society representatives" (06 articles).

Thus, during the first year, and throughout the analysis, we observe maintenance of the analysis proposed by Béhar and Feitosa (2020). In relation to this, for example, holding a positive perspective remains for state representatives and civil society, and a negative one for the railroad managers. In other words, state and civil society representatives appear to defend competition from its classic conception, favoring a free market, and the premise of its natural balance, providing gains for society. These premises arise from the definition presented by Smith (1976) and, more recently, shared by Bacic (2011), in view of the situation reported by Dobb (2012) and Hobsbawm (2014).

Maintaining the perspectives proposed by Béhar and Feitosa (2020) also links the important part of the discourse by railroad managers and representatives of the press. In this regard, we now refer to the negative perspective of competition; in other words, "in accordance with the railroad managers` vision, competition was seen as negative to sustain and expand business, and even for the survival of their companies" (Béhar; Feitosa, 2020, pp.858-859). Thus, articles that defended the railroad companies` monopoly of specific routes could be observed over the years, also associating adjectives such as "ruinous", "harmful", "to be avoided", or "malefic." With regards to local and global consistency, we see competition associated with the financial losses of railroad companies, decreases in profits, and even indications of bankruptcy. Although in specific articles, the railroad

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managers highlight isolated gains, they also make significant criticism of competition, which leads us to the proportional factor of the negative perspective of competition. However, we observe an important alteration in adjectives, local and global consistency, and the propositional factors of these actors throughout the analysis.

The first aspect that we would like to highlight is the intensity of disputes associated with railway competition. Maintaining a negative perspective of competition, the reference used for criticism appear to become more intense, with the use of warlike terms to refer to competitive practices between railroads. Thus, between 1872 and 1877, articles by railroad managers and representatives of the press also refer to United States railway competition as a "war", and the corresponding "railway war", "tariff war", and a "war between managers". In reference to the scenario characterized by "hostile attacks", or "hostilities", the companies are called to respond with "offensive and defensive weapons", to avoid "surrendering" to "rivals" or "enemies", and "bitter conflicts."

Possibly, due to such competitive intensity, positive mentions of tariff agreements also increase. These arguments are noted in the discursive construction of these two actors, although a higher number is mentioned by railroad managers, and appear to intensify over the years under analysis. Thus, while the railroad managers defend that the "consolidation and concentration of business had altered the conditions of competition" in 1874, in 1875 we identify the mention of the need for agreements in the articles, due to the importance of the railways for the national economy, the defense of "reasonable conservatism, instead of profitless competition," and the possibility of providing shareholders with higher returns, through agreements and tariff integration. In 1877, the mention of agreements is associated with the idea of unnecessary competition, considering the essential role of the railways in national development. In the same year, arguments that competition was a reason for a decrease in shareholders` returns are reinforced, with the establishment of a board that involved the participation of managers from various railway companies, with the objective of restarting dividend payments to shareholders. In an article in 1878, the agreements are seen as a wise decision, referring to 1877 as "the pooling year", led by the manager, Vanderbilt. The focus on strengthening the railways through agreements is also observed in articles in 1880, and would be more appropriately detailed in the approach on the positive perspective of competition.

Over the period under analysis, the positive perspective of competition, observed by Béhar and Feitosa (2020) between representatives of the press, is also noted between railroad managers, although with less frequency. For the positive perspective, we refer to "a perspective of railroad competition, focused on the external market, as a means for geopolitical affirmation with other nations" (Béhar; Feitosa, 2020, p.860). The "right of this nation to compete internationally with other industrialized nations, in order to achieve a new level of civilization, development and progress (Béhar; Feitosa, 2020, p.860) is also related to this perspective. With regards to the theoretical framework of this study, the positive perspective is related to the premises of a Eurocentric organizational society (Clegg, 1998; Reed, 2010), although orientated by the railways, including the dimension of expansion over other people (Dobb, 2012; Hobsbawm, 2014). The characteristics of the conception of United States society (Karnal, 2004; Fernandes; Morais, 2004; Ameur, 2013), and the role played by the railways from the second half of the 19th century (Perrow, 2002; White, 2012; Wolmar, 2012a;2012b) are also associated with these aspects.

Hence, we observe that articles that defend the United States` competitive capacity with other countries, although opposed domestically by the railways, are related to the positive perspective between 1870 and 1871. The negative perspective refers to these companies` crucial role in the conception of the nation`s progress, mainly on account of its economic, but also social, impacts. In 1872, expansion of this perspective was identified in a number of articles, including the dimension of the possibility of the United States` economic competition, due to strengthening its railways.

Absent between 1873 and 1874, in 1875 and 1876 we see an emphasis on the fundamental role of the railways as a means for progress, and defense of the nation`s interests. With competition being a negative aspect for business sustainability (through a real "railway war"), the idea of awarding importance to the country at an international level is related to arguments in defense of tariff agreements between railways. These conceptions can still be identified in 1877, with the expectation of the railways` role and expansion of the railroad network for the United States` "economic recovery". The conception shared in a number of articles is that expansion of the railways was an opportunity to expand national commercial borders. An example of this possibility is demonstrated in an article from 1878: US capacity to compete internationally with England in the railway production market (locomotives and materials) is highlighted. Regaining the importance of the railways for the United States` geopolitical position, also in 1878, is an articles that addresses financial gains through the export of agricultural products, due to the returns provided by the reach of the railway network.

The arguments presented over these years are reinforced in different articles published in 1880, a year with further references to the positive perspective of competition. Specifically represented by press articles, there is an important reinforcement of the national and

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geopolitical importance of railways for the USA. This importance is not only linked to the way of distributing the country`s agricultural production, but also encourages the development of new agricultural and commercial borders. An indication representative of the association between the negative and positive perspectives of competition merits presentation: "The role is that it is not the competition of rail with rail that controls or limits the charge that may be made for their use, but the competition of product with product in the great markets of the country and of the world" (Article [From the Fortnightly Review] - The Railroads of the United States. Their Effects of Farming and Production in that Country and in Great Britain. By Edward Atkinson, dated 28/07/1880). Once more, these issues are strengthened by the size of the country`s railway network, an aspect highlighted in a note by the journal.

Complementary to the analysis proposed, we observe what we understand as a positive dimension of the positive perspective of competition between 1870 and 1880. Although providing a positive description, these discursive elements are not supported by the idea of economic freedom, or the defense of a market balance (as observed in the sections associated with state and civil society representatives). This conception relates to the discursive constructions of a number of managers and representatives of the press as optimism, or the desire for competition. The occurrence of this perspective does not present adjectives, but is identified through local and global consistency in the analyzed texts. Thus, in the context of this analysis, and considering the stage of propositional relations, we share the understanding that the railroad managers` references to this positive dimension of the positive perspective of competition take place over a period of time, before their companies actually competed with rival lines. In other words, our understanding of the texts under analysis is that this dimension is only presented as the possibility of the railway companies accessing new markets. In this setting, the railroad managers and representatives of the press defend competition as a means for the development and expansion of the railway network, then being replaced by the negative perspective after operations had commenced.

Thus, articles by railroad managers and representatives of the press which defend this "right to competition" for new business are identified from 1870. Related to this, for example, are the positive impacts of the expansion of the railway network into an are a of the country considered underdeveloped in 1871. During the same year, there is a reference to the importance of competitive action by the railways against water transport using canals. Defense of railway action is linked to aspects which have already been observed, but are also reinforced by articles of a positive dimension: the importance of the railways for the country`s economic and technological development. In the same direction of this argument is an article that emphasizes the importance of the advance of the railways, compared to the use of mules to transport cargo, or another that highlights the role of financial capital to develop the country`s railways. The positive nature of this perspective is also observed in articles published during 1872. These present favorable arguments towards the railways for the growth of cities, and providing healthy competition for products. The opportunity for "more favorable navigation facilities, "with the establishment of new railways is also addressed.

Absent during 1873, in 1874 we observe what appears to be another expansion of this perspective: the defense of no state intervention in the management of the national railways network. Thus, although faced with negative competition for business (to the point of "driving out" the flow of investments in railways) the state would not be responsible for intervening in business, leaving decisions to the businessmen. Criticism of state interventionism is also observed in 1875, especially considering local legislation that restricted tariffs as "hostile and senseless", "unfair and oppressive."

An article in 1876, in which the negative perspective of competition is presented (through tariff agreements), also introduces the positive dimension of the positive perspective for new business. The shared notion that expansion of the railway network represents an interest of the nation, and these interests are above that of any railway company. The exacerbated patriotism (or glorification) identified in 1876 is also shared in 1877, in an article that highlights the five years between 1870 and 1875, which was the longest period of railway construction known in history. This is important for the economic recovery of the United States, among other issues. In this regard, it is interesting to note a new negative regarding the possibility of state control of railway management (as opposed to the French model).

In 1878, we identify that water transport using canals is suggested once more as a target for the competitive action of railways (clustered in tariff agreements), led by the manager, Vanderbilt. This issue is reinforced during 1880, with the observation that pooling assists this battle, making rates stabilize at a fair price. These years also include contributions to the positive dimension of the positive perspective. They are presented through articles that not only defend tariff agreements between railway companies (or polls), but present a reinforcement of state intervention in competitive (and tariff) actions between these companies. From the conception that congressmen would not have the capacity or skill for this intervention, a journal article advocated: "leave the railroads alone". In this context, and from the publication "Railroads: their Origin and Problems, "by Charles Francis Adams Jr, a press article discusses the possibility of lessening the

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intensity of railway competition, on account of its national importance. Thus, from the example of Germany, France, Belgium and Great Britain, the possibility of "good railroad control" is discussed. Discursive preparation against state regulation is also observed in articles in 1880, highlighting its importance for international competition, through full defense of the railways. The way out of this situation, in the press representatives` point of view, was through consolidation of the railroads.

From the issues presented in this section, our understanding is that, contrary to what Béhar and Feitosa present (2020), the analysis for 1870 to 1880 allows an approximation of the perspectives shared by the different actors present in United States society, identified in the documents. Therefore, we share the conception that competition in the United States railway environment between the years of this research indicates the preponderance of a positive perspective of competition. In addition, related to the competitive context between nations in the second half of the19th century, other perspectives of competition (positive and negative) are also enforced.

In a sense, what we observe is that, at least for the United States railway environment, the positive perspective of competition (associated with the classic conception) should be avoided, using the justification of allowing the strengthening, improvement and maturity of the domestic market. This understanding refers to continuous and frequent rhetoric not only from the railroad managers, but also press representatives during the period under analysis. This rhetoric is not only presented against competition but also in favor of mechanisms that impede it, at the more "classical" level. The great importance of the railways for the country`s development and progress (fundamental issues for the period under analysis) is associated with this idea and, therefore, competes for international importance, against other industrialized nations. The positive dynamic of the positive perspective of competition is presented in this context: the country`s railway network requires expansion and reinforcement to make it more powerful.

Relating to the guiding premise of this research, the conception of competition, which may be its ideological potential, is linked to this argumentative variation. Thus, discursive productions are not only presented as a means of communication for a power dispute (Foucault, 2008), but to exercise the control of specific social groups over others, from the orientation of mental representations, through the manipulation of social cognition. In this regard, the conceptions related to competition in the United States railway environment are also presented as a means to establish a group identity. In other words, to the argumentative variations related to the concept of competition in the railway environment are associated guidance on behavior and forms of action, established in accordance with the interests of specific groups in this society (Van Dijk, 2015). Also related to the ideological nature of the perspective of shared competition, we observe the ideological discursive constructions which approach the idea of resistance, proposed by Van Dijk (2015), and which are associated with the discourse of state and civil society representatives. Having responded to the points of the analysis, the final considerations of this study will be presented in the next section.

VI. Final Considerations

Discursive productions are not disassociated from the socio-historic context. The construction of meaning, in addition to the signification of reality, supports power relations (Foucault, 2007; 2008; Van Dijk, 2006; 2015; 2017). Thus, they also act in the construction, dissemination and reinforcement of ideologies. These ideologies, also supported in the context, and social cognition, enable the development of mental representations focused on serving the interests of certain groups, to the detriment of others, acting as a form of domination and resistance (Van Dijk, 2006; 2015; 2017). From these premises, and considering the criticism of organizational competition (Béhar; Feitosa, 2020), the anachronistic nature of the field (Matitz; Vizeu, 2012; Moura, 2014; Béhar, 2019), the inadequate appropriation of concepts (Ramos, 1983), and individual manipulation guided by ideologies (Tragtenberg, 2005; Barreto, 2014; Seifert; Vizeu, 2015; Béhar, 2019),the aim of this research was to analyze the ideological conceptions of competition in the United States railway environment between 1870 and 1880.

The temporal delimitation of the analysis is supported in the continuity of the analysis proposed by Béhar and Feitosa (2020), considering the fundamental nature of the United States railway company as the principal model of modern organization (Chandler, 1999; Perrow, 2002; White, 2012). Linked to the analytical cross-section, premises and criticism presented, we used Infinite Conceptual Puzzleme thodology (Béhar; Feitosa, 2019). This strategy is inserted as a perspective of historical research in Administration (Üsdiken; Kieser, 2004; Jacques, 2006; Costa, Barros; Martins, 2010; Matitz; Vizeu, 2012), focused on reflection on ideological conceptions underlying a concept, in a specific socio-historic context, from a diversity of discourses (Béhar; Feitosa, 2019). Therefore, document research was conducted (Bauer; Gaskell; Allum, 2008; Creswell, 2010) based on articles in the American Railroad Journal, on account of its relevance at the time (Perrow, 2002; White, 2012; Wolmar, 2012a; 2012b). In this research, we accessed 466 articles, distributed throughout 517 editions and 15, 594 pages.

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From the above, we share the understanding that although we are in the socio-historic context of the rise of the bourgeois conception of competition, linked to classical economics(Smith, 1976; Bacic, 2011), very few discourses appear to be orientated in this way. During the research, our analysis only observes a positive mention of the conception of competition related to a natural logic, of self-balancing, and a means of progress and development for all humanity by" state representatives" and "civil society representatives" (Bacic, 2011; Dobb, 2012; Hobsbawm 2014).

In contrast, we observe the negative perspective of competition (Béhar; Feitosa, 2020), especially shared by railroad managers and press representatives. With adjectives such as "ruinous", "harmful" or "malefic", or associated with the loss of profits and bankruptcies, competition is presented as something to not only be avoided and controlled, but tackled through tariff agreements and "pooling". Initially, this dimension appeared to contrast with a number of articles by these actors, in which competition seemed to be positively perceived. However, with development of the analysis, we were able to identify indications that this stance appeared to be presented as a positive dimension of the positive perspective of competition (Béhar; Feitosa, 2020).

For the positive perspective, we share the idea of international competition, captained by and for the nation, as a means of geopolitical reaffirmation with other competitive nations (Béhar; Feitosa, 2020). To this we associate representative discourses by the press, with the railway companies as a means to allow national development and progress, but without presenting themselves to the country as superior. This dimension appears to be aligned with the ideals related to the birth of the United States nation of freedom, democracy and individualism, supported by the modern model of rationality and technique (Fernandes; Morais, 2004; Karnal, 2004; Ameur, 2013). The context of "organizational society" is also linked to these (Clegg, 1998; Reed, 2010); in other words, the idea of the superiority of nations considered (industrially) developed, as a pretext for domination and expansion over people and nations seen as backward (Dobb, 2012; Hobsbawm, 2014). The preponderant role of the railways as a means for national development and progress is added to these two perspectives (Perrow, 2002; White, 2012; Wolmar, 2012a; 2012b).

It is as a result of the connection with these dimensions that we share the understanding of the positive dimension of the positive perspective of competition. Underlying this (proportional factors) we identify positive references to the possibility of competition through expansion of the national railway network (questioned following their installation, and the start of the "tariff war") and negative for state interference in the railroad context. Associated with the positive perspective, we share the understanding that this dimension is seen as positive, from the idea of expanding and strengthening not only the national railway network but also giving rise to national economic and social gains, as a result of these operations.

Thus, we share the idea that the negative perspective of competition is also related to the positive one, in the sense that it allows the railway network to be reinforced, by strengthening the railway companies. From Van Dijk (2006; 2015), the argumentative variations presented by these social actors during the analysis, supported by various adjectives, textual constructions of local and global consistency and propositional factors, may indicate ideological potential underlying the idea of competition. Productions of mental representations potentially influencing social cognition are associated with this conception. Its manipulative action may be associated not only with the establishment of a group identity, and defense of the interest of specific segments of society, but also the identification of groups to be fought. The attempt at ideological resistance appears to be associated with discursive productions of" state representatives" and "civil society representatives", supported by the classic idea of competition.

However, the analyses proposed here do not have the objective of closing off any possibilities for reflection. Related to historical analysis, and the use of documents, are limitations such as distance from the period under analysis, the possibility of accessing new documents, and new bases of the socio-historical context for a better association, and cultural differences. We also observe the limitations and characteristics of an interpretative study, which assumes a certain degree of interference by researchers. With regards to this, triangulation procedures were taken, sharing impressions of the analysis. To this, we stress the importance and possibilities of historical studies for Administration studies, especially those guided by perspectives that suggest critical reflection on conceptual and discursive constructions. We also share research possibilities of research related to the conception of ideology as a means for social action in the dispute for power in the field of Administration. We hope that these questions contribute towards expanding the debate, in addition to possibilities for action, to transform realities.

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Integration of Covid-19 in the Business Contingency Planning of MEGHNA Bank

By Rabeya Ahmed

Abstract- Contingency planning denotes the overall planning preparation for any firm to meet unexpected events at any time to avoid losses from any human-made or natural or technological catastrophe. In the event of Covid-19, contingency planning requirement is a demanding issue. The planning helps to Identify the activities, resources, and procedures needed to carry out the bank's data processing requirements. In the pandemic, Banks need to assign responsibilities to designated personnel and provide guidance for recovering during prolonged periods of interruption to normal operations and ensure co-ordination with other staff who will participate in the contingency planning strategies.

Keywords: *business contingency planning, covid-19, disaster recovery plan.*

GJMBR-A Classification: *JEL Code: M210*



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Integration of Covid-19 in the Business Contingency Planning of MEGHNA Bank

Rabeya Ahmed

Abstract- Contingency planning denotes the overall planning preparation for any firm to meet unexpected events at any time to avoid losses from any human-made or natural or technological catastrophe. In the event of Covid-19, contingency planning requirement is a demanding issue. The planning helps to Identify the activities, resources, and procedures needed to carry out the bank's data processing requirements. In the pandemic, Banks need to assign responsibilities to designated personnel and provide guidance for recovering during prolonged periods of interruption to normal operations and ensure co-ordination with other staff who will participate in the contingency planning strategies.

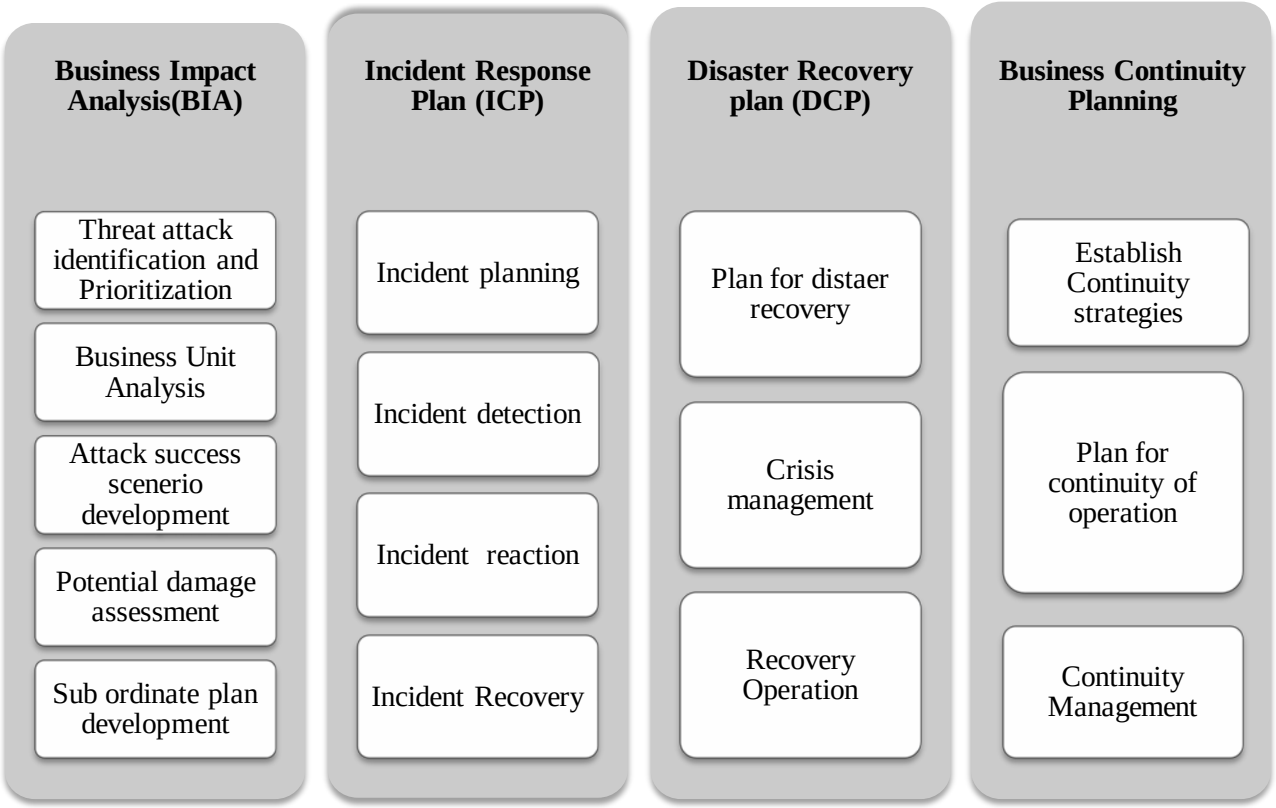
Keywords: business contingency planning, covid-19, disaster recovery plan.

I. Introduction

Data contingency planning will benefit the bank to maintain the smooth flow of the business. As the bank deals with financial and other sensitive information about clients and remains an excellent value for the bank, proper data management is essential for the bank. Banks need to protect against damage caused by unforeseen and adverse events affecting information handing out. So the importance of business contingency planning is talked about all over the world. (Wehinger, 2012). Today with the advancement of technology, different online threats have increased manifold. Hacking, data stealing, credit card fraud etc. are widespread. So banks need to keep back up on all the data. Importance can be specified from the view of restoring data, financial loss, and regulatory perspectives.

II. Contingency Planning

Contingency planning consists of three part- Incident response, disaster response and Business continuity. Incident Response Plan (ICP) emphasizes on immediate response to any incident. Disaster Recovery plan (DCP) emphasizes on restoring operations at the primary site after the disaster occur. Business Continuity Planning (BCP) facilitates establishment of operations at an alternate site after the disaster.



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First the bank will do a thorough a detail Business Impact Analysis (BIA). The bank will develop a detail questionnaire about what the possible damages may arise, will conduct a workshop to instruct business function and process managers how to complete the BIA. The bank will collect questionnaire from different branches on BIA. The team will arrange continuous follow up system. They will assess potential damage and make themselves prepared for everything.

Here is the diagram of all plans and sub plans of ICP, DCP and BCP.

The BCP team should focus on these issues-

- Identify specific applications needs to be processes
- Key personnel involved
- Necessary equipments for the applications of the process
- Necessary suppliers needed for the relocation
- Strategy to address the unprocessed task
- Full details of user manual (Lyons, 2009)

First the bank will prepare a management team who will be responsible for handling BCP. Among them a group will be responsible for ICP, DCP and BCP.

This Continuity Planning (CP) team will make the personnel's known to all employees for further query providing their-

- ✓ Mail address
- ✓ Contact info
- ✓ Home address
- ✓ Office telephone no etc

The CP team will do-

- Clear delegation of roles and responsibilities
- Execution of the alert roster and notification of key personnel.
- Clear establishment of priorities.
- Documentation of the disaster
- Inclusion of action steps to mitigate the impact of the disaster on the operations of the organization.
- Inclusion of alternative implementations for the various systems components, should primary versions be unavailable.

III. Policies and Procedures

In their plan, the personnel will follow up their current data processing system regularly-

1. The committee will review these areas to examine all these to make them prepared for the Incident Response Plan (ICP)

- Physical computer security strategy such as physical access controls.
- Network security policies (for example, e-mail and Internet policies).
- Data security policies (access control and integrity controls).
- Contingency and disaster recovery plans and tests.
- Computer security awareness and training.
- Computer security management and coordination policies.

Other documents that contain sensitive information such as:

- o Computer BIOS passwords.
- o Router configuration passwords.
- o Access control documents.
- o Other device management passwords.

1. The committee will identify assets and vulnerabilities to known threats-Here the committee know the information s the main asset of a bank and major frauds are done with this information. This attack can be done from inside and outside. So proper protective measures needs to be taken.
2. Identify likely attack methods, tools and techniques-Attack can be done from viruses and worms to password and e-mail cracking, denial of service attacks, intrusion attacks, social engineering, Trojan horses etc.

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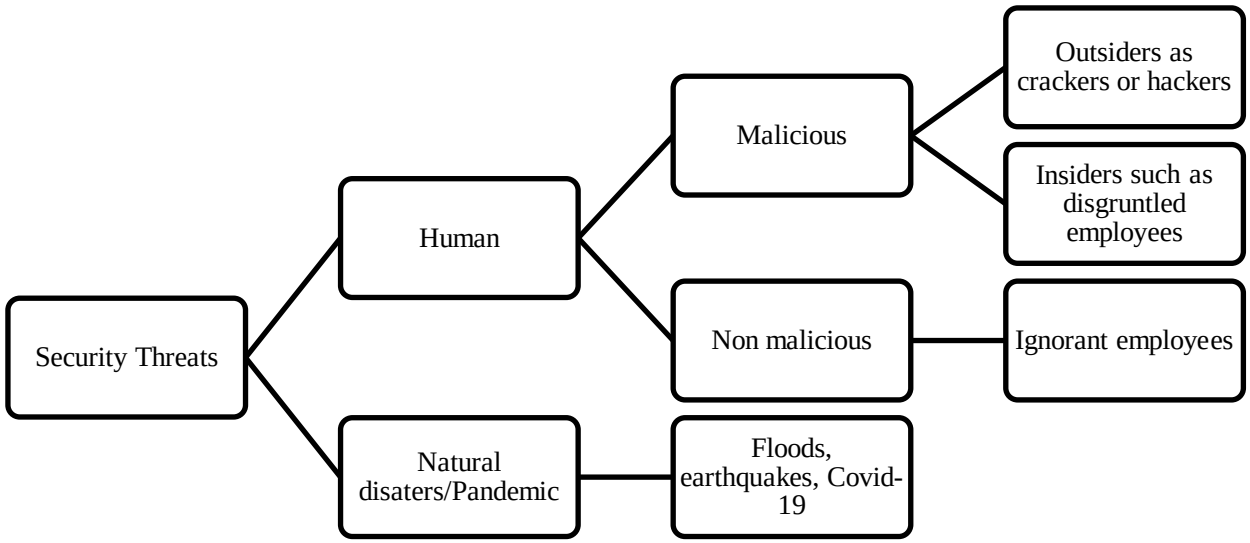

Source: (Benson, 2000)

1. Establish Proactive and reactive strategies- Proactive strategies are for incident response plan where steps should be taken before the incident occurs. Reactive strategies will be done after any disaster occurs. In proactive strategy the officers need to determine the damage the attack may cause, determine the vulnerabilities, weakness and needs to take steps to minimize the vulnerabilities and weaknesses.
2. Testing- The team should continuously test their effectiveness of taken methods.
3. The Incidence Response team-This team will develop incident handling guidelines with the necessary software to handle the incident. They will create training and awareness activities to solve those.

For Disaster Response Plan (DCP)

- ✓ The Personnel will rush to the spot
- ✓ Apply sophisticated Engineering technology to detect the threat
- ✓ Retrieve all the attacked data to the alternative server
- ✓ Try to assure clients if anyone knows about the mischief
- ✓ Create prefixed support system for managing the crisis
- ✓ Conduct recovery operation with the latest technology

Here their tasks will be divided in three stages-

1. Assess the damage-Where damage has been done needs to assess swiftly.
2. Determine the cause of the damage-what resources have been under attack need to judge here.
3. Repair the damage- As early as possible the damages needs to be repaired.

IV. Business Continuity Planning

The Bank Head office will take rigorous training programs to educate the employees about the possible threat, creating awareness, making them up to date with the latest technology. MEGHNA bank will use state of an art electronic vaulting system to safeguard their data as it is the quickest recovery solution. (Bronner, 1997). This vaulting system allows a bank to maintain duplicate data and systems at a recovery site. Remote shadowing and mirroring, two technological components of electronic vaulting which allow a bank to replicate information as they are created just after any transaction and transmit that information at real time basis via high speed fiber optic circuits to a remote site. As this information are stored and protected at a remote site, these data can be readily available if any disruption occurs. Remote mirroring provides nonstop accessibility of mission significant information. This shadowing and remote mirroring technique is quite popular in tech-savvy organizations for safeguarding the data.

V. Hypothetical Incident Scenario

On 27th January 2014, officers of MEGHNA Bank, Maryland branch noticed something wrong in their computer while starting work on the day's morning. They found many new files on their computer and they cannot open their software of the bank. His happened to every computer of the bank. Meanwhile, the customers were gathering around the bank for transactions. To make the plan activated the contingency planning team needs to notify all the team leaders and inform them of the event's details and necessary relocation. Upon notification from the contingency plan coordinator, branch managers are to notify their respective officers. The team revealed that

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the branch server was hacked and attacked by Trojan virus, all data has been gone. There was no other than the option of recovering data from an electronic vault. They retrieved data and IT experts rushed to the bank and fixed all the computers for the operation. The team took almost two hours and thirty minutes to resolve the crisis. There were no significant losses due to their rapid action, but there were some losses and customer dissatisfaction a little bit. But their expert BCP team handled the issue smartly and continuously follows up on the matter.

VI. Covid-19 Plan and Economic Impact in the Security Breaches

The shutdown of the economy and restrictions imposed due to Covid-19 on the social movement forced the economic activities to operate on a limited scale. This unprecedented event can have a substantial impact on economic growth and prosperity. The unemployment rate has skyrocketed, and businesses were forced to shut down due to a liquidity crisis (Ahamed, 2021). Banks deal with customers frequently which forced the bank employees to have the most exposures. The economic impact due to stress in liquidity and capital can make the situation worsen. (Abodunrin, Oloye, and Adesola, 2020). Officers are to be informed of all applicable information and prepared to respond and relocate if necessary. Here, if there causes IT disruption, there will be problems reporting the problem to the CP team and the concerned department will ask the help desk for the solution. The CP team will retrieve data from the electronic vault of the bank. Thus they will maintain BCP Covid-19 protocol and continuous follow-up will be there. The same process applies if there causes any telephone system failure or branch disaster. If any major disaster attacks head office, then the BCP team may sometimes take help from the legal department and the outside IT specialist to resolve the issue. As they have an electronic vaulting system, there is less tension about the possible threat.

The pandemic should be considered as a disaster and included in the business continuity and disaster recovery planning. Maintaining social distancing and working from home using the highly secured software should be in effect. The pandemic also triggered security risk like data breaches, credit card hacking etc. Customer's usage of online activities soared and hackers took the opportunity to gather information using the vulnerable security system. (Montz, 2020).

VII. Ethical Concerns of the Plan

Organizations need to understand the privacy, security, and legal implications of storing data. (Klosek, 2005). Ethics training for the employees is the main issue. As employees are the main performer of the bank, they need to be more ethical because unethical employees can bring disaster to the bank. They can malpractice to reap personal benefit through wrong data. So the bank should train ethics to their employees. The bank should seriously provide ethics training to their employee, not just window dressing. (Childers, 2005). Harm may arise from the online transfer of the data. Anyone could easily monitor any unencrypted data.

Consumers' data is another point of ethics. Usually, bank stores huge data of customers. These data may be essential to different ad firms or similar firms. They can push banks to sell customer data in exchange for monetary benefits. Banks need to practice the highest ethical standard to maintain the privacy of the customers. (Davison, 2007). MEGHNA bank has a concrete code of conduct that gives utmost priority to ethics. They urge their employees to follow their code of conduct strictly.

VIII. Conclusion

Bank has sent all these materials to every branch and directed them to follow specific guidelines. After all these steps, the bank is thinking itself well prepared with its contingency plan to meet the unforeseen probable damages and believes it will provide real-time services to the customers. The bank will try its utmost to keep the business regular and try as they don't need to plan. Contingency planning is only for extreme cases where regular operation is disrupted.

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Management Research: Discussion on Leadership Study Area

By Tewogbade Shakir

Abstract- The study is to review leadership problems in management research. The discussion addresses the problems from theoretical backgrounds and reveal the possible leadership styles and behaviours seen in business world when such problems are experienced. Possible ways of managing the problems in order to minimize the negative effects on business outcomes was also discussed. This discussion will set pace for further specifics research in any organization settings having identified possible problems and how to formulate research questions.

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Management Research: Discussion on Leadership Study Area

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Abstract- The study is to review leadership problems in management research. The discussion addresses the problems from theoretical backgrounds and reveal the possible leadership styles and behaviours seen in business world when such problems are experienced. Possible ways of managing the problems in order to minimize the negative effects on business outcomes was also discussed. This discussion will set pace for further specifics research in any organization settings having identified possible problems and how to formulate research questions.

I. Introduction

Research is the process of searching for knowledge either to establish fact about existing phenomena or bringing out new phenomena in their entirety. When such a search is carried out in the business world to study and investigate organizational issues, we have Management Research. Management research is the process of planning, acquiring, analysing and disseminating relevance data, information and insight to decision makers in ways that mobiles the organization to take appropriate action that, in turn, maximize business performance (Copper and Schindler 2007). Management research engages both the world of theory and the world of practice (Umesh and Nitin 2014) and utilizes both epistemology and ontological philosophies. Management research is readily applied to proffer solutions to various problems that exist in an organization through decisions that are justifiable by relevant data and information. Such research can easily be carried out when one combines theoretical and day-by-day practice exposure to identify problems faced by the organization and how they can be addressed. One of such problems in the business/management world that was discovered to exist in many organizations is leadership problem which was discussed considering its possible effects on organization performance.

Leadership as one of the core area of management research was conceptualized by discussing its various theories, functions and future expectations. This study shows how research statements can be formulated for leadership problems that exist in an organization across specifics issues such as ineffective communication, non-clear direction, slow pace in adopting supportive technologies and poor human resources handling which affect the business outcomes. Similarly, data collection methods were highlighted while the suitable means for this type of investigation were identified with matching data analysis procedure. Consideration was given to ethical issues that could arise in this type of research and discussion on how the research can be fashioned to avoid them was made.

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II. Conceptualize Management Research

Research has been referred to as an act of searching for a fact about what exists or bringing new existence (innovation). It is defined by scientific and systematic search for pertinent information on a specific topic/area (Syed M, 2016). It is normal to search or make enquiries into different phenomena while it is very important to ratify such systematic inquiries in order to discover new knowledge or consolidate existing one. One of the aspects of society where research is carried out is management in business world. Management research involves searching for facts that will assist management in making effective business decisions. Tharenou et al. 2007, confirmed that management research exists in the general management field and related disciplines. The overall theme is to apply research techniques to real-life management issues and problems. It specifically put forward theoretical and practical issues in the business world which are hardly experienced in other aspect of nature-physical or social sciences. This reflects the main feature of management research where it merges both theory and management practice. The whole process involves setting an investigative plan, acquiring necessary data, analyzing the data and producing outcomes that support decisions to be taken. The whole process is to understand various social, economic, psychological phenomena that exist in an organization and how they affect outcomes and performances.

Contemporary management research has precedent from management theories that revealed the form of such researches. The two earliest approaches are:

i. Epistemological school
ii. Ontological school

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Epistemological School: Epistemology is coined from Greek, where Episteme stands for knowledge and logos stands for reason. The epistemological approach organizes and explains knowledge in the form of theories (Geoff, 2005). Epistemology schools provide the foundation for "warranted knowledge" in business world. It studies criteria by which we can know what does and does not constitute warranted knowledge (Johnson & Duberley, 2003). It is superiorly concerned about what type of knowledge do we produce through research, how they are accumulated and presented. It shows a systematic approach on researcher's knowledge of reality and the underlying meaning of it.

Epistemology will study the connecting link between the individual carrying out research and reality and how is the reality discovered. Who is doing research and where/when the research is conducted (Prabash, 2012). Epistemology does not only study knowledge, it goes further to study how the knowledge is acquired and presented. Most importantly, it set the limit between the kinds of knowledge that are vital and sufficient.

Ontological School: ontology is concern with nature of being. In contrast, epistemology is about "what it means to know" while ontology is "what is". Ontology deals with what actually in existence which humans can derive knowledge, the nature of reality and what really exists. Ontological philosophical approach establish claim on what is real and its legitimacy. The ontological school has two important views, which are: positivism and subjectivism.

Positivism which also known as objectivism is the stance which postulates nature and their meaning have an independent relationship with the social actors. By extension, such existence is independent of the mind or any other cognition. What is real is unique and general regardless of the belief or perspective of the researcher. Thus, a management researcher can select a segmented means in carrying out an investigation by establishing a valid and clear topic, formulating unbiased research questions and applying result-oriented research procedures.

Subjectivism school takes a stance on mutual interrelationship and dependency between researcher and nature under study. The researcher has prior knowledge about nature, which is believed to be insufficient. Unlike objectivism philosophies, no uniqueness as there exist many perspectives to which management researchers will be exposed to.

Management research is a process of establishing truth or state of fact about business issues or phenomena. The propelling force for such study is the ability to formulate knowledge and advancement. Don-Solomon et al. (2018) posit that successful research through knowledge building is strongly supported by epistemology and ontology philosophies. The two schools formed the background philosophies utilize in management research where researchers can either adopt independent interactions in the business environment or stance that there exist a relationship between the researchers and the phenomena to be investigated.

III. Knowledge Area in Leadership

Management research which is the process of utilizing information that has been gathered and analyzed to proffer solutions to known organization issues or problems, includes subject area such as Human Resources, Marketing, and Leadership. The overall focus of any organization is the bottom line which is the outcomes of all transactional/business/operational activities. Leadership as a study area in management research show links about input values and organization outcomes. Smith et al. 1984 viewed leadership as lead factor in producing this outcome and organizational performance. The purpose and function of leadership in delivering superior organizational performance cannot be over-emphasized. Leadership drives desirable working environment, optimal workers' motivation, fair compensation and productive communication to yield excellent performance. The leadership style, act, behaviour and value being delivered all have an impact on organization indices and outcomes. In short hand, we can consider leadership as attitudes/behaviour of business leaders in directing subordinates towards organizational goals. Leadership appears in different forms: communication process, business activities, influencing process, source of inspiration. In totality, it is a combination of organizational processes, overall system and all forms of relationships influenced by the leaders.

Leadership, which is one of the management subject areas in an organization setting, is as old as the history of people. It is a subject area connected to different disciplines such as organizational studies, management studies, political science, sociology, psychology and education. Leadership has been defined in many ways by different authors and researchers. Few among them are:

1. Leadership is the ability of a manager to induce subordinate to work with confidence and zeal-Koontz and O'Donnell.
2. Leaders is the activity of influencing people to survive willingly for group objectives-George R. Terry.
3. Leadership is the exercise of authority and making decisions-Dubin R.

Over the years, different leadership theories and approaches have been formulated to solve issues that exist in organizations under certain situations. The main contributions to the early era of leadership studies were classical and scientific management theories

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(Muhammad & Sadia, 2018). The first theory of leadership developed in 1990 is The Great Man Theory. The theory stipulated that leadership is an innate ability. The theory solidly view leader as being born and not made. The basis is to study what traits are exhibited by performing leaders and non-performing leaders. David Kolzow, 2014, identified such personality traits linked to effective leaders in his book:

i. Intelligence –
ii. Creativity – innovate
iii. Self-confidence – Trust in themselves
iv. Drive
v. Credibility – honesty all time
vi. Motivation – motivate followers to meet set targets
vii. Flexibility – adapt to fit current needs

Even though many other researchers have revealed many other traits. Traits such as self-confidence, alertness, intelligence, sociability, among others, were identified by Stogdil in 1949 and 1974. Mann (1959) came with over five hundred measures of personality traits related to effective leadership.

After the great man and trait theory, behaviour theory came into existence (1950 – 60). Behavioural theory masked the behavioural patterns result in leadership. While trait theory focuses on leaders' personality, behavioural theory focuses on behaviours of leaders. Evidently, from behavioural theories, leadership styles can be learned by masking the behaviours shown by a leader. The behavioural theories include two types of behaviours: task behaviours and relationship behaviours (Northouse, 2007). While it can be difficult to measure traits, researchers switch to measuring leadership behaviours. Since behaviour embodied the traits. As noted by David K (2014), it is more valid to measure behaviour than personality traits because behaviour shows actions that can be observed. Behavioural theory stipulated that leadership can be learned for an individual to become an effective leader. Allen 1998, posits that through training, leadership styles and behaviour can be learned. Various contributions have been made through various studies such as Ohio State University research (by Stogdill, Loons, Halpin, Winer and Fleishman) and University of Michigan studies (Katz and Klahn). The concept of "concern for task" (product-oriented) and "concern for people" (employee-oriented) behaviours were identified as common leadership behaviours (Gill, 2006) where this model of leadership behaviours was termed Managerial Grid (Blake & Mouton, 1994). The Blake and Mouton Managerial Grid, also known as the leadership grid, show five classes of leadership behaviours.

Concern for People	High	Country Club Style		Team Style
			Middle-of-the Road Style	
	Low	Impoverished Style		Productive Style
		Low		High
		Concern For Task		

a) *Blake and Mouton Grid-The Managerial Grid: Gulf publication, Houston, US, 1994*

The product-oriented behaviour involves technical means of task accomplishment while employee-orientation is basically on how followers should be taken as human being such that their individuality is valued and their needs are attended to. Other researchers have also classified leadership styles:

Likert: Consultative, Exploitative Autocratic, Democratic and Benevolent Autocratic

Tannenbaum and Schmidt: autocratic, persuasive, consultative and democratic

From Blake and Mouton grid:

a. Country Club Style (High People: Low Task): there is more focus on people with minimal effort for the task. There is superior energy in making people happy and creating a very pleasing and comfortable environment. This style is defective as there is low concern for the task that produces outcomes.
b. Impoverished Style (Low People: Low Task): the worst class of leadership in Blake and Mouton table. The leaders care less about the followers and poor concern for the task that will yield results.
c. Middle of the road style (Mid People: Mid Task): there is some compromise between concern for people and concern for the tasks. It could be ineffective when compromise shows a loss of authority and decisiveness.
d. Produce/Perish (Low people: High Task): this class shows deep concern for the task with minimal focus on people. It is also known as the autocratic style of leadership. It is often utilized to take total control of employee and it might not be sustainable in the long run if the employee has a better option.
e. Team Style (High People: High task): This is the ideal class of leadership behaviour where there is a high level of focus for both the task and the people; as a team, everybody is involved and the strong collaboration to deliver tasks.

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After behavioural theory, contingency /situational theory was proposed around 1960 – 70 to study which leadership behaviours are better under certain situations. What produces effective outcomes for a particular leader in certain situation might not work in another situation. Some situations are captured under contingency theory or situational leadership theory. To fully understand the effectiveness and performance of leaders, it is necessary to understand the situation in which they lead (Muhammad &Sadia, 2018). The theory explores two variables (leadership style and situational variables) and the relationship between them. Howell, Dortman and Kerr, (1986) identified the following situational variables:

i. Relationship quality between leader and subordinates
ii. Structure of task
iii. Availability of information
iv. Maturity level of the subordinate
v. Unclear tasks or roles of the subordinates
vi. Degree to which subordinates are willing to accept the decisions of the leader

Hershey and Blanchard 1982 suggested four primary leadership styles:

i. Telling
ii. Selling
iii. Participating
iv. Delegating

Which were further reclassified based on maturity level:

i. Low Maturity (M1) – Telling (S1)
ii. Medium Maturity (M2) – Selling (S2)
iii. Medium Maturity (M3) – Participating (S3)
iv. High Maturity (M4) – Delegating (S4) (Sarachek, 1968)

In advancement of situation postulation, Fred Fiedler (1967) discussed the effectiveness of leadership styles as dependent on the suitability of the situation through his least preferred co-worker analysis. His proposition is based on three parameters:

i. Task structure
ii. Position of power held by a leader
iii. Relationship between leader and members

The path-goal theory developed by House (1971) added motivation of employees as a choice in leadership styles. Leaders can influence their followers to comprehend the task ahead and how to achieve set goals. Beyond motivation, the level of relationship between leader and follower will show significant inclination on organization performance. Krishnan (2004), when the quality of exchange between leader and follower increases, progress also begins to increase. Leader-member exchange (LMX) theory shows superior outcomes in accordance with the relationship between leader and follower through psychodynamic exchange between them. According to Graen & Uhl-Bien and mentioned by Gary Yulch, higher quality of exchanges between supervisors and subordinates results in

1. Less turnover
2. More positive performance evaluations
3. Higher frequency of promotions
4. Greater organizational commitment
5. More desirable work assignments
6. Better job attitudes
7. More attention & support from the leader
8. Greater participation

From the situational and exchange era of leadership theory, the study shifted to the transactional era, where leadership is viewed based on role and social interaction. The first person to use the terms transformational and transactional is Downton, in 1973. In 1978, Burns classified leadership styles based on followers' motivation; he considered transformational leadership to be way of motivating followers by concentrating on their values to show effective outcomes. He considered the transactional leadership as a way of social exchange to effective employee performance towards targeted goals. Followers are controlled through the consequences approach (reward/penalties). Transformational leadership is defined as leader behaviour that inspires and motivates people to perform beyond expectation (Bass, 1985) and is particularly affiliated with organizational commitment (Bass and Riggio, 2006). The higher driving force of influence by transformational leaders will ignite the followers toward superior performance. Burns 1978, postulated that transactional leaders concentrate on followers' self-interest, where they are motivated by exchanging different items such as salary, bonus.

Transactional leadership consists of leaders guiding and motivating followers by appealing to the follower's own personal interests (Bass, 1985). They give clarity to performance standards and articulate expectations of desired outcomes (Chiau et al., 2011). Even though transformational and transactional leaders influence employees in task accomplishments with supportive relationships and communication (Bass, 1990a), the transactional leader is more likely to compromise some form of need satisfaction for values such as salary increase, improvement or recognition (Neilsen & Munir, 2009). The transactional leadership style encourages standard forms of incentives, reprisals and sanctions to control employees (Bass & Roggio, 2008). Calloway and Awadzi (2008) agreed that transformational leaders operate at a higher degree of motivation (communicating with employees, opportunities to grow, self-motivation, training).

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Transformational Leadership	Transactional Leadership
It is proactive	It is responsive
Work to change organizational culture by motivating new ideas	Works within organizational culture
Motivate employee to achieve companies' objectives by appealing to higher ideas and moral values	Make employees achieve organizational objectives through rewards and punishment
Motivate followers by encouraging them to translate their own interests for those of the group or unit	Motivates followers by appealing to their own self-interest

Table copied from Prachi Junega, 2019. Transactional leadership theory. https//managementstudyguide.com/transactional-leadership.htm

b) Full Range Leadership Model

Past researchers include theories that often concentrate on single leadership styles and behaviours whereas leaders do show more than one style and behaviours. Hence the need to extend the study to various styles and behaviours exhibited by leaders. The study of how leaders make use of multiple behaviours and style is captured in full range leadership theory. The full range leadership theory is unique in that it combines elements of transactional, transformational and laissez-faire leadership into single model (Sadeghi and Pihie, 2012). The theory is recent and interest in it, is due to the combination of other leadership theories (transactional, transformational and laisse-fairez). The need to develop FRL theory is easily noted due to existence of gaps and overlaps in previous theories. In FRL model, nine variables are represented by three leadership styles.

Transformational leadership style: inspire & motivate followers through

i. Compelling vision
ii. Individual support
iii. Empowerment

Five behaviours:

i. Idealized influence (attributed)
ii. Idealized influence (behavioural)
iii. Inspirational motivation
iv. Intellectual stimulation
v. Individual, consideration (Mazurkiewics 2012, Ravazadeh & Ravazadeh, 2013)

Transactional leadership style: three behaviours

i. Contingent reward
ii. Management-by-exception (active)
iii. Management-by-exception(passive) (Meyer 2013, Robinson and Boies, 2016, Northouse, 2013)

Briefly, laissez-fares propounded in Iowa Studies by Lewin, Lippitt and White which shows no involvement with followers (Sudha and Farhat, 2016)

c) Adaptive Leadership Theory

The advancement in technology, progression in organization operations, large needs of business entity with other leadership demand has suggested continued study to expand FRL. There is a need for a leader to be able to adapt to varieties of situations and events in his/her immediate environment by utilizing varieties of behaviours and attributes noted in previous theories.

d) Organizational Leadership, Implications and Future of Leadership

The theories reviewed from "Great Man" to adaptive leadership theory have all indicated a relationship between leadership styles/behaviours and the followers (employee) in the face of the organizational outcomes/outputs.

As noted by Allio (2013), each of the theories, right from the great man theory to the most adaptive theory has revealed standard skills, styles and behaviours needed by leaders to lead effectively. As there is progression in the business world, there are also various leadership issues emanating from one generation to another. Millennials adapt easily to advancements in technology, unlike older generations. The newest generation (GenZ) or iGen is the first generations after the invention of the internet. Thus, they grow up digitally connected to the whole world around them. It is easy to feel leadership with inclusivity and curiosity.

In a similar vein, technological advancement has created the e-leadership phenomenon. The rapid and continuous changes in technology have modified communication and other aspect of organization processes which created a new requirement for leaders to adapt to e-leadership means. Recent global happenings, COVID 19, have made various organizational practices to become virtual. This means of communication and collaboration has become the new normal and there is room for study on how it affects leadership. Future leaders will be facing challenges linked to technological discoveries as they support day to day activities of organization settings such as virtual teaming, globalization and e-leadership.

E-leadership, and the virtual team setup are moderated by electronic means where collaboration, communication and other processes are carried out over spatial distances with the help of ICT gadgets. Few critical questions on the success of e-leadership for the future are:

i. Effect of technology on quality and quantity of the communication.

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ii. Trust issue & trust formation on leadership across technology.
iii. Effect of the structure on leadership style as it. affects performance and innovation of the followers.

IV. Leadership Organizational Problem

Leadership practice is becoming increasingly important in the modern organization, where change is an inseparable part of the organization (Muhammad 2016). One of the major problems in any organization is leadership issues. This assertion can be supported by asking selected staffs of the organization independently if they consider leadership as one of the major problems facing their organization. Overall leadership problem in any organization is considered suitable for management research because investigation and study can be easily carried out along specifics issues such as

i. Communication
ii. Clear and coherent direction
iii. Slow network adoption compares to competitors
iv. Human resources management

1. Ineffective Communication System

First and foremost, why leadership is considered as a problem is due to incoherent and inconsistent communication. Communication is an essential phenomenon for effective leadership. Every organization has a strategic goal and targeted objectives to achieve, these objectives/goals must be well communicated to the followers in such a way that drive and motivate them (as discussed in transformational theory), so they can perform excellently. Effective leaders communicate effectively to avoid bottlenecks along strategic, structural, procedural divides in an organization and ensure channels remain open (up and down or horizontal-participative, democratic styles). As organizations develops strategic changes to tap into wider opportunities and deliver excellent performance, there is a need for effective communication to influence the followers to adapt to the changes. Another aspect of leadership communication issue is Trust. Trust is the factor that followers consider to get assurance that their leader will be truthful and display ethical behaviour in all situations. For perfect trust level, effective communication is a key factor. Communication plays an important part in trust-building by stimulating a fair environment where leaders are empowered to effectively lead and motivate their followers. Trust is built when leaders communicate essential information needed to motivate and improve performance. Lastly, on communication issues, Benith Zulch in 2014 noted the relationship between leadership style and communication process. Leadership styles have proved to be one of the key components of an effective organization (Munevver et al., 2012). Communication approaches adopted by a leader can be traced to his/her natural inclination some specific leadership styles. An open leadership style will influence creativity, innovation as there will be a free flow of ideas and shared information which will improve effective communication. Participative and democratic leadership styles promote open discussions that deliver effective communication. Similarly, the transformational leadership style creates collaborative and decentralized communication that improves performance. Charismatic leadership aids communication which only promotes a leader's information and decisions, while autocratic leaders are one-way means of communicating leaders' instructions. All these aspects –effective communication, trust built from communication and communication based on leadership styles- observed in my organization provides a wider room for empirical investigations, which is suitable for management research.

2. Clear and Coherent Direction

Leadership is the process of direction, guidance and influencing others and establishment of interpersonal relationships for the achievement of the objectives of the organization yielding satisfaction to all (Kavinakar and Datta, 2015). It is total means of influencing followers and harnessing their combined efforts towards identified goals. For superior organizational performance, the whole processes and systems must be aligned to stimulate a coherent and strong sense of direction. As written by Kurt et al., 2019, in as much as it is important to have ambitions that create a better future, it is also compulsory to translate plans, drives and momentum into a well-defined direction. A clear and coherent direction improves the effort to handle organizational changes needed to meet targeted goals. In the recent years, there have been many overlapping projects which display inconsistency in handling some strategic drive (structure and process-wise). It is a big drawback when two almost similar software applications are deployed instead of a more robust system that can deliver competitive solutions. Many times, resources and manpower time are wasted in driving half-baked changes. The impact of driving clear direction and vision cannot be less emphasized as resultant effect on proper alignment of resources (financial, human, material) at proper timing will lead to a sustainable performance. Colfax et al. 2009 empirically confirmed that some proper alignment will improve productivity up to 70%.

3. Slow Technology/Digitization Adoption

There are different approaches to studying leadership (Jeroen et al., 2005), and technological adoption based on leadership personality is one of the approaches. As studied by Jeroen et al in their study of TAM (Technology Acceptance Model), transactional leadership style will prefer the introduction of technologies in order to reduce cost. In a close related

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manner, transformational leadership style will influence employee to be more inquisitive, creative and ready to utilize technology due to its core usefulness. As transformational leaders drive creativity and innovation, employees will be eager to accept new technologies. This is a great pass, for such leader to adopt more advance technological changes for the organization and remaining competitive.

4. Human Resources Management – blending multiple personalities into a unified team

Human resources management is very essential to any organization. Few human resources issues affected by poor leadership as seen in some organizations are

i. High labour turnover
ii. Low morale
iii. Subjective performance measurement
iv. Pressure to deliver target and budget KPI in the face of harsh economy / natural occurrences (COVID 19)
v. Ineffective bonus/performance pay system

Good leadership will leave a person feeling supported, stable and motivated (Kellerman, 2004). Low employee morale and poor motivation will affect organization negatively. In his study, Chionk 2001, produced positive correlation between leadership styles, job satisfaction and employee commitment. Transformational leadership gives room for freedom and wider responsibilities for employees which stimulates accomplishments and job satisfaction. Performance appraisal must not be subjective in order to avoid low staffs morale. Tuytens and Devos (2012), when appraisal is done objectively, it will show significant effect on staffs' motivation. When it is done without agreed objectives and clear goals, it leads to dissatisfaction which will result in poor productivity. The end of year appraisal should be tailored to the specific job and realistic KPI are set in order to increase perceived fairness and appraisal system that is well accepted by everyone. Enterprise-wide feedback should be encouraged in appraisal and performance measuring cycle. Oberg (1972) stated that feedback has important role in various practices carried out in an organization as it shows fairness and rationality. Management should ensure clarity, openness and fairness and staff should have confidence that the appraisal system is fair. Most importantly, the system should be reviewed on regular basis while taking feedback into consideration.

V. Research Question to Address Leadership Problem

Leadership in all spheres must necessarily be effective in order to achieve personal, group and /or organizational success (Rafique, 2014). Leadership styles have great impact on all organizational resources and the whole system.

The core objective of this study is to investigate leadership problems which can be tailored towards leadership styles and organizational outcomes. Thus, the basic primary research question is: how do leadership styles affect organizational performance? The primary research question is approach by the following sub-research objectives:

a. Study leadership styles observed on communication drives in the organization
b. Study the impact of leadership styles observed in the organization on goal setting, vision drives and clear direction strategy as they affect overall performances
c. Study impact of leadership styles observed in the organization as they affect human resources based on performance appraisal measurement, labour turnover, morale level, job satisfaction and motivation
d. Study and investigate leadership styles in cognizance with technology/digital adoption level in comparison to competitors

VI. Stages in Research

The following stages will be considered in investigating the research question and sub-questions:

1. Exploratory stage
2. Research questions and hypotheses
3. Data collection
4. Data analysis

a) Exploratory Stage

Research is basically act of producing solutions to phenomenon issues at hand after carrying out analysis of all factors leading to the situation. Considering this research in leadership, we start by reviewing varieties of literatures on leadership and organizational performance broadly. This will help to spot the connecting links between leadership and organizational outcomes which will be used to drill down the research questions. Real cases on leadership will be explored across the world not limiting to Nigeria alone, on how leadership impact on organizational results. Also, selected discussion should be carried out among few staffs (independently) in the organization under study.

b) Research Questions and Hypotheses

Formulating research question(s) is an essential part before starting the research itself. This allows us to explore occurring uncertainty in leadership styles as it affects performances. Kishore et al, (2011) mentioned that a good research question forms backbone of a good research which in turn is vital in unravelling mysteries of nature and giving insight into a problem. Our research question will identify leadership problems to be studied while providing overall focus to the

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research methodology. Most importantly, it will lead us to hypotheses needed in our research. A standard and well drafted research question summarizes the problem statement, gives description of the issues being study, directs data collection approaches and reveal how data analysis should be carried out.

After formulating research question, we developed research hypotheses where we make prediction about aspect of leadership styles impacting on enterprise performance. Standardly, a null hypothesis is produced which will be accepted or rejected after research investigation. Hypothesis is a proposition that links situational variables which we can run empirical test on. Being testable is an important feature of a good hypothesis as supported by Kerlinger & Lee 2000.

c) Data Collection

Data collection is the standard procedures of taking fact and records of items observed during research study. Though overall process of collecting data is the same for different types of studies, the methods might be differ. There are four steps necessary in order to collect data of high-quality.

a. Defining the purpose of the study
b. Select data collection method
c. Plan procedures for the collecting the data
d. Collect data

Defining the Aim of the Research: Formulated research questions will determine type of data to be collected (qualitative or quantitative). Quantitative data are in numbers and statistics. They give countable outcomes where we can easily compute averages, highs and lows. Qualitative data are in words and they are further sorted out through some classification and categorizations. Since investigation at involves many aspects of leadership problems, we will be using mixed methods to collect both types of data. As discussed by Antanok is et al 2004, both qualitative methods and quantitative methods will be used due to complexity in leadership phenomena. Qualitative methods will reveal the exploratory aspect while quantitative show description and explanation.

Select Data Collection Method: Based on the data we are collecting in step (1) above, we will select most appropriate method for our leadership research.

Method	When to Use	How to Collect Data
Experiment	To test a causal relationship	Manipulative variables. Measure their effects on others
Survey	To understand the general characteristics or opinions of a group of people	Distribute a list of questions to a sample online, in person or over the phone
Interview/Focus group	To gain an in-depth understanding of perceptions or opinion on a topic	Verbally ask participants open-ended questions in individual interview or focus group discussions
Observation	To understand something in its natural setting	Measure or survey a sample without trying to affect them
Secondary data	To analyze data from populations that you cannot access at first hand	Find existing data sets that have already been collected from sources such as government agencies or research organizations

Extracted from Pritha Bhandari, (2020). A step by step guide to data collection. https://www.scribbr.com/methodology/data-collection/

Survey method will be selected for our leadership study as it is scientifically cheap and easy to carry out. Survey methods have been used to answer many types of research questions emanating from all leadership perspective (Antonakis et al., 2004).

d) Survey – Study Poupulation, Validity and Reliability

Population is total number of selected items identified to be studied. Since there will be a constraint in study everyone in the process of data collection, a sample size is often selected and the result is generalized for the total population. Sample size is selected based on subset of population majorly affected by the research. In most research work, it is easier to study chosen part of the total part (sample) to save time and other resources while the outcomes are generalized for the total population.

Validity is concerned with an evaluative judgment about an assessment (Gregory, 2000) and the values range from low to high. It shows how well the method selected will reveal accurate reality. For a valid research, what we measured will be considered accurate. Reliability display consistency in deriving same result on different but comparable situations. Such research can be replicated and we still get similar results. In order to get a valid and reliable research, survey questionnaire will be completed by staff (leaders/employee) of First Bank while a pre-test check will be carried out by supervisors/functional managers. As stated by Kerlinger, there should be strong between research problems, the way the study is designed, data to be collected, the way the data will be analyzed and inferences made from the outcomes.

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e) Data Analysis

There are various statistical packages (SPSS, R, Matlab, Microsoft Excel, SAB, and Minitab) that can be used to analyse the data collected and eventually test research questions and hypotheses. Data analysis will include:

i. Description Statistics- mean, standard deviation for leadership styles and organizational performances
ii. Multiple Regression – to study connection between situational variables (dependent and independent variables)

VII. Ethical Issues in Research

Ethics involves moral guidelines which direct individual behaviour. The set of principles direct how individuals interact with themselves base on what is right or wrong. Also, ethics provides moral solution to such situations where action to be taken is unclear. Since research in leadership involves data collection from people then moral principles is needed in protecting all stakeholders in the course of the research. . Ethical issues exist at all stages of research and they will be discussed one after the other.

i. Ethical Issues at Research problem stage: identification of research problem is an important stage which laid foundation for the research and thus the problem identified should be meaningful to all stakeholders (participants and respondents) to avoid waste of resources (time, material, financials). It is unethical to take opinion from various participants when there no meaningful research problems or non-beneficial issues. Similarly, as supported by Agwor & Osho (2017), it will be deceitful to have other reasons different from the one gave to participants. Similarly, there are three main ethical issues at this stage:

a. Waste of resources (research not important)
b. Misleading or fraudulent
c. Unnecessary research for financial/personal gain (Ruhi and Nolan, 2014)
d. Ethical Issues when reviewing literature: Ruhi & Nolan identified four likely issues at this stage
e. Biased search and view
f. Conflicting evidence ignored
g. Quoting out of context
h. Plagiarism

There is need for superior consideration for ethical values of review of literature in order to avoid act of copying other people work knowingly or unknowingly. Also noted by Agwor & Osho, ethical issues at this stage also involve "genetic copying" (duplicating another person's work without referencing), cut and paste (text from a portion without editing), act of changing keywords/phrases while major content from the source is retained, act of paraphrasing from different sources and act of recycle one work in different publications.

ii. Ethical Issues at data collection stage: at data collection we have issues such as:

a. Manufacturing data to yield target result. Widely observe in quantitative research methods
b. Data recycle usually observe in qualitative research methods
c. Consideration for confidentiality and anonymity such that participants are not put to risk
d. Act of bribing to get data

iii. Ethical Issues at Data analysis stage: where data collected are presented, analyzed and discussed (Agwor and Osho, 2017) and it is of high standard to make use of unbiased instruments and approaches that yield ethical results. Issues listed below are seen at this stage

a. Act of ignoring contradictory data during data analysis
b. Manipulating data to produce targeted results
c. Precise and statistically justified interpretation should be provided

iv. Ethical Issues at conclusion/recommendation stage: The act of intentionally making false or biased conclusions and recommendation is a major ethical issue at this stage

a) How Will This Research Be Designed To Avoid Ethical Issues

Considering the research designed stages from research problem stages to research conclusion/recommendation. The following steps will be utilized:

1. *Research selection:* a simple survey will be held with selected colleagues across functional divide in order to justify the research question selected. There should be a common opinion that the problem to be selected is meaningful and beneficial to all stakeholders in this research. Full disclosure of what the research will entail will be revealed while seeking common opinion from other colleagues. This will remove act of deception of research purpose. With this, bias opinion by the researcher alone can be avoided as there is agreed/well established justification for the study
2. All of form of plagiarism is avoided when reviewing literature by keeping track of all sources of past work and full acknowledgement is given. Paraphrasing and text-recycling will be avoided by reading to understand the previous work and ensuring reference of the source are done properly. Respect for intellectual property will be highly observed during the course of research

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3. Data will be collected in non-harmful procedures and with necessary consent to do so while confidentiality and anonymity is guaranteed. Adequate permission will be taken from Management of the Bank if there is need for institutional records. All information obtained about the participants or the Bank itself will be kept in confidence. Accurate and truthful will be collected by engaging the right participants (staff of the Bank) while ensuring functional supervisors/managers verify information supplied before analysis is carried out. This will erase issue of data falsification and fabrication. Face to face interviews are held where there is any of form of unclear information. Data collected will be secured/stored safely to preserve integrity and privacy of the data.
4. Data will be analyzed in such manner that portrays truthful utilization of data collected. All analysis will be done beyond personal emotions, motives and obligations. All data analysis and results will be interpreted carefully to avoid error due to negligence and making sure that the results are reliable.

VIII. Conclusion

Management research is the systematic processing of information utilized in making effective decisions in various organizations. The scope of management research includes HRM, marketing management, production management, financial management and leadership handling. For an organization to perform well there is need for scientific way of getting information that is utilized to make effective decisions. Leadership is the means of influencing others to accomplish organization objectives and goals. The leadership skills are influence by traits, beliefs and behaviours under various situations. These were discussed under leadership theories from great man theory to Full range leadership model. Summarily they all show relationship effect of leadership traits, style and behaviours on organizational outcomes. With this theoretical background and various research reviews, research question around some specific issues such as communication, clear leadership direction, adoption of technology and human resources management were formulated. Research stages that will allow us carry out optimal investigative study was itemized one after the other. A suitable and matching data collection method was identified for the leadership questions.

Ethical issues which can arise in the course of the research were highlighted for each research stages and means to minimize their occurrences were suggested.

Lastly, we can conclude that management research is very useful in addressing organizational problems involving any of the management subject area such as leadership.

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Ethnography: An Analysis of its Advantages and Disadvantages

By M H Khan

Introduction to Ethnography- What is Ethnography: Ethnography is rese arch, precisely about individuals, societies and their culture. It aims to study social and cultural aspects of society and the researcher focuses to collect information for that. It focuses on the behaviour of people concerning the social setup they live in. The outcome of a field study mirrors the learning and the arrangement of implications in the lives of a social gathering.

Department of Anthropology, Princeton University defines Ethnography as "a research method central to knowing the world from the standpoint of its social arrangements. It is a qualitative research method predicated on the diversity of culture at home (wherever that may be) and abroad.

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Ethnography: An Analysis of its Advantages and Disadvantages

M H Khan

I. Introduction to Ethnography

What is Ethnography: Ethnography is research, precisely about individuals, societies and their culture. It aims to study social and cultural aspects of society and the researcher focuses to collect information for that. It focuses on the behaviour of people concerning the social setup they live in. The outcome of a field study mirrors the learning and the arrangement of implications in the lives of a social gathering.

Department of Anthropology, Princeton University defines Ethnography as "a research method central to knowing the world from the standpoint of its social arrangements. It is a qualitative research method predicated on the diversity of culture at home (wherever that may be) and abroad. Ethnography involves hands-on, on-the-scene learning — and it is relevant wherever people are relevant."

O'Reilly (2012) has referred to Hammersley and Atkinson (2007) who have stated that that the term ethnography is variable and contested, overlapping with qualitative research more broadly, with 'fieldwork', case study, and even life histories (Heyl 2001). Ethnography as portrayed by O'Reilly (2012) "is iterative-inductive research drawing on a group of strategies, including immediate and supported contact with human specialists, inside the setting of their everyday lives, watching what happens, tuning in to what is stated, making inquiries, and creating a luxuriously composed record that regards the immutability of human experience, that recognizes the part of the hypothesis, and the analyst's part, and that perspectives people as part question/part subject". Ethnography employs a participant observation approach for the study.

II. Advantages of Ethnographic Research Methodology

As with any other research methods, Ethnography has its advantages; however, it is important to mention here that ethnography is a completely different approach of data collection wherein the collector of data is himself a participant and not an outsider.

The main aim of the participatory observation is to be immersed within the society under study (and studying complex issues) as its member and then record everything. This experience may open up people understudy in a more comfortable manner to the anthropologist which enables him to see more than an etic perspective of the way of life. They are not aware that they are being watched (covert method) or observed therefore they are performing in a very natural way and the observation is highly.

Professor of Sociology Mitchell Duneier (1999) in his book Sidewalk has explained the social setting of New York's Greenwich village three-block span and offers an open and convincing picture of a few black men earning a livelihood in Greenwich Village offering used merchandise, begging, and searching books and periodicals. Duneier conducted his study for five years with these people and has shared in Sidewalk a quick afterword by long-lasting book merchant Hakim Hasan, the protagonist. This intriguing investigation uncovers the city life in all its multifaceted nature: its imperativeness, its contentions about ethnicity, race and its shocking opening of doors for compassion among outsiders. This study signifies that the participatory approach enabled Duneier to understand the life and conditions of the inhabitant of the village very closely and precisely. It is highly accurate and the data collected is first hand and from the horse's mouth.

Also while researching participatory mode; you can get unexpected results and observation which were never perceived by the researcher. Duneier in Sidewalk found that many people sleep on the footpath even if they had a home. He founds and experienced himself about the arbitrary display of authority by the police many times, even during Christmas it tells him to stop selling books.

Another study by Paul Willis (1977) 'Learning by Labour', is an ethnographic research of twelve regular workers 'lads' from a school in Birmingham. He spent a sum of year and a half watching the 'lads' in school and after that a further a half year tailing them into work. The examination planned to reveal the subject of how and why "common labourers kids land regular workers positions" (1977:1). The ethnographic approach enabled Willis to submerge himself into the social settings of the 'lads' and gave him the chance to ask the lads (normally open) inquiries regarding their conduct which included definite records of the fellows battling, getting into an issue with educators, bunking lessons, setting off flame

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quenchers for the sake of entertainment and vandalizing a mentor on a school trip.

This methodology allows the cultures to speak for themselves. It provides them with a voice.

We could not have known about the life of inhabitants of Trobriand Islands and their practice of incest, had Malinowsky (1922) not worked over there. We would not have been able to know about the nuances of intergenerational relations in Singapore lest the fieldwork was done in this area (Kristina Goransson: 2013).

Ethnographies can also help the policymakers to think in an alternate way about having the social perspective of various actions. In the wake of perusing 'Sidewalk', for instance, it is attractive that individuals should begin taking a gander at any rate at the road sellers and beggars with different eyes, not communicating instant suppositions about them. Alice Goffman (2014) in 'On the run: Fugitive Life in an American city, has stated that the manner of policing is shaping the young blacks differently. Such kind of study acts as a useful input for the policymakers to shape/modify the existing policies. In Sidewalk, Duneier described that policymakers must understand the social aspect of the lives of the people in that area and start thinking from their perspective. In 'Learning to Labour', Paul

Willis (1977) found out that the lads were never interested in school. Because they vision their future in factory jobs only, therefore, they perceived school only as an intervening period which they to just pass. This finding can very well help the school as well as council authorities in trying to find out the ways and methods to change their perception and perhaps their future employment levels and opportunities.

III. Disadvantages of Ethnographic Research Methodology

The endeavour to be both participant and researcher may lead the analysts to be subjective. Duneier (1999) sometimes had spoken of the problems being faced by the street vendors in the same way as perceived by them which looks as if Duneier was speaking their language. To defeat this issue, Woods (1986) recommends the researcher to join an individual association and a measure of objectivity. By the absence of objectivity, the researcher will recognize firmly the individuals being studied and will start looking from their lenses as opposed to contemplating them. A movie Chakravyuh made by Prakash Jha (2012) has shown a protagonist going amongst the tribal insurgents to gauge their nerve and the reason for their revolt and the problems they are facing. However, he joined their movement and started anti-establishment activities.

Another important drawback is the length of time required to conduct the ethnographic studies. In Sidewalk Mitchell Duneier (1999) had spent five years with the people under study. The researcher has to be highly patient with his data collection and should not look for quick data as the participatory method aims towards things to happen on its own rather than making it. In Learning to Labour, Paul Willis (1977) took after 12 lads for observational study for a one and a half year in school and next six months at the work. Thus, directing ethnographic research is a lengthy and taxing job, where the researcher is assumed to have enough vitality remembering the ultimate objective to be recognized into a particular social system and a short time later observe as an insider, constantly interpret the social relations which make in that specific situation (O'Reilly, 2005), "and so to understand other people's world view" (Taylor, 2002: 3)

Taking part in participatory research provide myriad results for the researcher. Receiving an unforeseen part in contrast with while using quantitative research procedures, the researcher plays an important role amid the duration of collecting the data to be analysed (Padgett, 1998; Marshall and Rossman, 2006). In this way, fieldwork demands more effort, commitment and sincerity from the analyst, as May contends: "participant observation is the most personally demanding and analytically difficult method of social research to undertake" (2001: 153). The researcher collects the data, analyse it and then classify it as per the information provided by the interviewee (Padgett, 1998). Duneier (1999) realised that while conducting 'Sidewalk', and putting in two years examining Hakim, the protagonist, who gave him useful inputs by looking at the original copy of the study, that he had ignored a few critical social perspectives on the Sidewalk.

Another impact on the fieldworker examined here is identified with his or her security. Duneier (1999) has given hints that initially, Hakim was worried about his physical safety, Duneier being an upper-class white Jew can be a target than just being an observer. In the event, while managing unsafe or contentious matters, and primarily experiencing covert research, i.e. 'inquire about that something without consent and awareness, and full information is not available to the members' (O'Reilly, 2005: 60), the wellbeing of the researcher could be risked. Additionally, the ethnographer could participate in hazardous exercises, for instance doing drugs or pirating, or something which would regularly be unethical. Duneier (2001) could have thought of doing drugs to getting closer to the subject under study thinking that this may allow him to immerse better in the character.

Another important aspect of adverse repercussion is the breach of privacy. It ought to be noticed that in ethnographic research, there is a possibility of privacy issues in the study of the subject as various aspects are very private to the subject (Homan, 1991: 65). Duneier (1999) was very careful in this

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regards and whatever he used to gather the information he always shared with his subjects and showed him pictures, photographs and records which he has taken. Also as per Bardia Monshi &Verena Zieglmayer (2010, 305-312), as per ethnographic research on patient–healer connections in Sri Lanka; specialists were amazed to find that members' perspectives of wellbeing and privacy varied incredibly from plain Western perspectives and that the privacy protection they had set up caused inconvenience among members. Humphreys' (1970) investigation of the conduct of men participating in gay acts out in the open restrooms is regularly taken for instance of research in which the privacy of sources was abused. Such infringement happened not just because of the genuine perception of the gay demonstration by Humphreys in the secret social part of 'Watch queen' yet additionally when he secured the addresses of the men required by following utilizing the tag quantities of their cars, and after that utilized this data to track them down and question them. O'Reilly (2012) attests: ethical aspects of the research always take a back seat when the research is conducted in a covert manner (2005: 60).

Undertaking open research, as conducted by Duneier in Sidewalk, is a straightforward approach and being honest with the members, yet it affects the social relations in some ways; in this specific circumstance, Duneier underscores the way that individuals from various ethnicities and races won't be comfortable in revealing everything in front of the outsider (1999, 338). This could influence the analyst's objective which is to depict the true picture of such a culture without condemning given his social setting' (Marshall and Rossman, 2006: 82). Therefore participatory research in an overt way is having its limitations in finding relevant and unbiased data which honestly reflects the people and the culture under study. Winlow et al's (2001) Study of Doormen has occurred with a covert way of research as the inhabitants were very shy and would not have opened if they had known the original identity of the researcher.

One more criticism of the ethnographic approach is related to the quality of the research conducted and the effectiveness of the methodology, concerning the uncoordinated method for directing research and gathering information (Atkinson and Hammersley, 2007; Padgett, 1998). The faultfinders would proceed by expressing that this approach is utilizing little scope and small samples to deliver impressionistic discoveries defenceless against any inclination one could envision' (Padgett, 1998: 12). Taylor writes that an ethnographic investigation provides narrow results instead of broad and universal details of social life" (2002: 3) and, as indicated by Gray, "a few commentators contend that the discoveries are 'insufficient in representativeness and generalisability, two key criteria of legitimacy in sociological research" (2003: 15).

Also, since the researcher in an ethnographic approach is individualistic so the veracity of data collected is not checked. However, having a thought of results to be cross-checked may not make the researcher comfortably conduct his study. Regarding Learning to Labour by Willis (1977), many critics have raised doubts about the validity of his conclusion as his sample size was only 12. Reliability seems to be less as it is difficult to repeat this research and he might have been played by lads also.

IV. Conclusion

To understand the complex matters it is important to be part of the setup under study. It could not have been easy for either Duneier or Willis to conclude about the reason for the problems being faced by their subject under study without being part of the setup. Ethnography, therefore, precedes various exploratory techniques due to these advantages. However, every study technique has its limitations (I would not call them disadvantages) and those limitations are to be kept in mind while planning for the exploratory approach. By getting the accounts of various ethnographic studies, it can be said that this approach is highly immersive and provides one with a highly transparent and original account of information. This methodology allows the culture to speak for itself which is highly important. However, it poses various risks and pitfalls which are important to be addressed. Anthropology relies heavily on this method and it has been found to provide a highly realistic outcome of the research. As implied, we could not have explored so much about various societies which are living isolated, without the help of this technique.

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The Role of Pentecostal Church Leadership to the Covid-19 Pandemic in Zimbabwe

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Abstract- Pentecostal churches in Zimbabwe have large number of followers and these were also affected by the Covid 19 pandemic which has been and is still torturing the entire world. These churches have leadership structures at different levels ranging from national to smaller groups of an assembly. There is need to understand the roles played by leadership at different levels in fighting against the pandemic in Zimbabwe. The study used an online survey to reach out to leaders and learn their efforts in managing the Covid 19 pandemic. The survey got insights into encounters of the leaders with the pandemic as well as different roles which they played in managing both the virus and their members. Findings suggested that at the onset of the pandemic, fears were pronounced and leaders used awareness, sharing of biblical and encouragement messages, prayers and counselling to help members to overcome fear.

Keywords: pentecostal churches; covid 19; pandemic; lockdown; world health organization; zimbabwe; health.

GJMBR-A Classification: JEL Code: M00

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The Role of Pentecostal Church Leadership to the Covid-19 Pandemic in Zimbabwe

Never Pavari

Abstract- Pentecostal churches in Zimbabwe have large number of followers and these were also affected by the Covid 19 pandemic which has been and is still torturing the entire world. These churches have leadership structures at different levels ranging from national to smaller groups of an assembly. There is need to understand the roles played by leadership at different levels in fighting against the pandemic in Zimbabwe. The study used an online survey to reach out to leaders and learn their efforts in managing the Covid 19 pandemic. The survey got insights into encounters of the leaders with the pandemic as well as different roles which they played in managing both the virus and their members. Findings suggested that at the onset of the pandemic, fears were pronounced and leaders used awareness, sharing of biblical and encouragement messages, prayers and counselling to help members to overcome fear. The study also revealed that even after leaders have put in a lot of efforts, there is still evidence of fear as some members still do not attend physical services even when restrictions are relaxed. Church leaders also mobilized financial resources and groceries to cater for their pastors and underprivileged groups. However, incomes are dwindling which makes it difficult for leaders to provide as much support as intended. A number of challenges were cited which included underestimated value of church leaders as government views their role as nonessential. Among the recommendations, leaders stressed the need to strictly ensure members follow recommend health guidelines to manage the pandemic. This study is significant in expressing the role of church and its leaders in addressing challenges even of a global nature which is largely ignored.

Keywords: pentecostal churches; covid 19; pandemic; lockdown; world health organization; zimbabwe; health.

I. Introduction

The Covid 19 pandemic has continued to affect global citizens socially and economically especially with no end in sight (Sulkowski & Ignatowski, 2020). The pandemic is affecting the social and mental wellbeing in view of restrictions which limit interactions such visiting families and friends (Isiko, 2020). When restrictions are relaxed, they still do not allow social norms such handshakes making citizens uncomfortable. In an African context activities such as weddings and funerals as well as visiting others in times of need (such as when they are admitted in hospital) are important. The pandemic has posed limits to all of these causing psychosocial pressures. Additionally, others have lost close relatives to pandemic while others have survived but suffering from stigmatization due to fears by others to contract the virus.

Economic pressures have also added weight to these challenges (Deguma et al., 2020; Sulkowski & Ignatowski, 2020).

The pandemic has slowed down economic activities and growth with situation worse in developing country where resources were already limited. In other countries the pandemic came at a time when other challenges were still affecting economies. For example, Zimbabwe had not yet recovered from the impact of Cyclone Idai which had hit its eastern areas destroying roads and buildings as well as taking many lives in March 2019. Due to Covid 19 related slowdown of economic activities most businesses were incapacitated resulting in loss of employment and in other cases reduction of salaries (Pavari, 2020). Some businesses completely failed to return to normal levels of operation while most self-employed citizens were forced to spend even the capital during lockdown periods.

Churches were not spared as they suffered due to restrictions which only allowed small gatherings and worse during total lockdowns (Isiko, 2020; Sulkowski & Ignatowski, 2020). This affected revenue of churches as collections such as offerings were largely not possible while permitted alternatives such as virtual services could not equate in participation to physical gatherings when situation is normal. Some of the members who remained active were also among those whose income generating activities were adversely affected by slowed down economic activities. Under normal circumstances, the church stands by members such as through visiting the sick, counselling, charity works, supporting the bereaved and burying the dead. Due to the pandemic, most of these duties were compromised causing challenges which included loss of membership, emotional disorders among members while counselling was almost impossible and disruption of routines and unity of the church.

Even amidst these challenges, the church had to find ways of living with the situation and support its members, needy communities as well as partnering with others. According to Alexander (2020), the hope and trust people have in churches makes them institutions to provide solace to millions affected by the pandemic for which politicians have no answers. Successful involvement of the church relied on effectiveness of different levels leadership across hierarchies. For

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instance, in Philippines Catholic Bishops accepted vaccines and offered churches as facilities for government vaccination program (Gopez, 2021). Continuation of activities even during times of lockdown by possible means required strong commitment of leaders. The leaders were needed to make sure that resources to keep churches running are available. Same time, leaders needed to work hard to ensure that membership does not significantly reduce as members lose track during times of isolation. It is thus necessary to understand the specific roles played by leadership from national down to much localized levels.

Pentecostal churches command huge membership in Zimbabwe. These include old ones such as Apostolic Faith Mission (AFM) and ZAOGA as well a number of relatively new and emerging ones such as United in Faith International (UFI) among others. By affecting these Pentecostal churches, the pandemic could affect the faith of a huge proportion of citizens. Most of these churches have leadership levels which range from national, provincial to assembly and small group level to ensure effective management of operations. This stratification signifies different levels of interventions which need to be understood to appreciate the role played by Pentecostal churches in managing impacts of the pandemic. This dimension is lacking in literature and a study in this direction would help the nation to understand the role played by church leadership in socio-economic wellbeing of the country.

II. Datasets and Methods

a) *Data collection*

The study focused on role of leaders of Pentecostal churches in Zimbabwe thus data collection was confined to the bounds of the country. Due to Covid 19 restrictions, physical collection of data from church leaders is still not possible. Furthermore, the restrictions make it difficult to gather information from Pentecostal church leaders in different parts of Zimbabwe. The use of online survey was found to be the most effective as it allowed collection of data without physical contact thus not breaking rules set by the country to control the spread of the virus. The method was also found to be cost effective as it did not require travel while it accessed respondents from different parts of the country. The online survey consisted of 14 open ended questions and 1 guided one which basically lured for information about the efforts made to ensure that churches did not collapse, the assistances that were rendered to the government, church members and communities as well as the challenges encountered during these efforts.

b) *Data analysis*

Data from different respondents were quality controlled before they were used for analysis. This included reliability and consistence tests. Quality data were then sorted according to the question they were responding to and deductions were made from them qualitatively. For each question, analysis included grouping of similar responses into one theme to allow good flow of resultant descriptions and discussions. Even responses from few individuals were not ignored as they could entail extra ordinary efforts which could also be unique. The study assumed that all the participating church were in their best level of operation before the pandemic such efforts made during the Covid 19 era were mainly directed at countering its negative impacts. The study also assumed that restrictions imposed by the government affected all the churches equally although impacts may vary depending on factors such as resource base and membership sizes which vary between the churches.

III. Description and Discussion of Findings

a) *Characteristics of respondents*

i. *Consent to participation*

A total of 786 responses were received with all respondents indicating that they participated willingly (Figure 1). Forced participation has effect of causing findings not to be trusted. In our view 786 was a good number of responses given that the survey was online based which required internet or data for connectivity while there were no resources to support participants in this regards. It is not easy to get that number of willing participants.

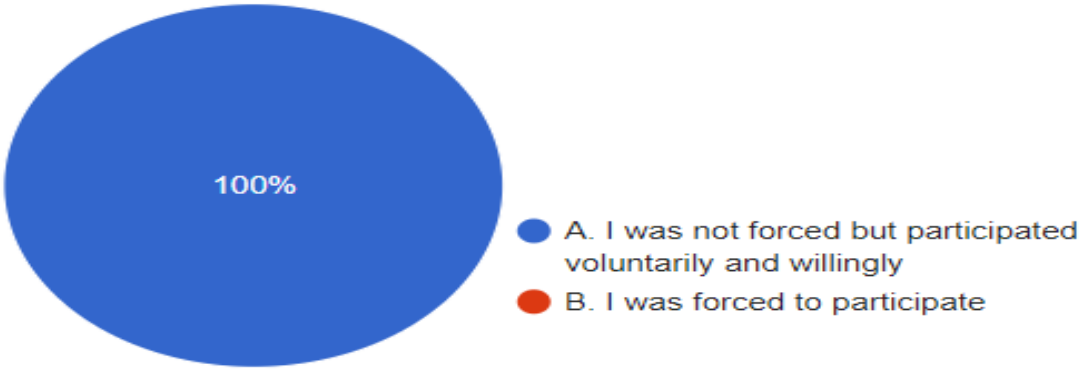

Figure 1: Indication of consensual participation by respondents

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ii. *Levels of leadership of the participants*

The proportion of participants who have leadership roles at national level was equal (30%) to that who lead at smaller group at assembly level (Figure 2). This distribution was important because national leaders oversee activities of the entire church while smaller group levels are where most of the interactions and activities occur. The responses also indicated the general involvement Provincial, District and Assembly leadership.

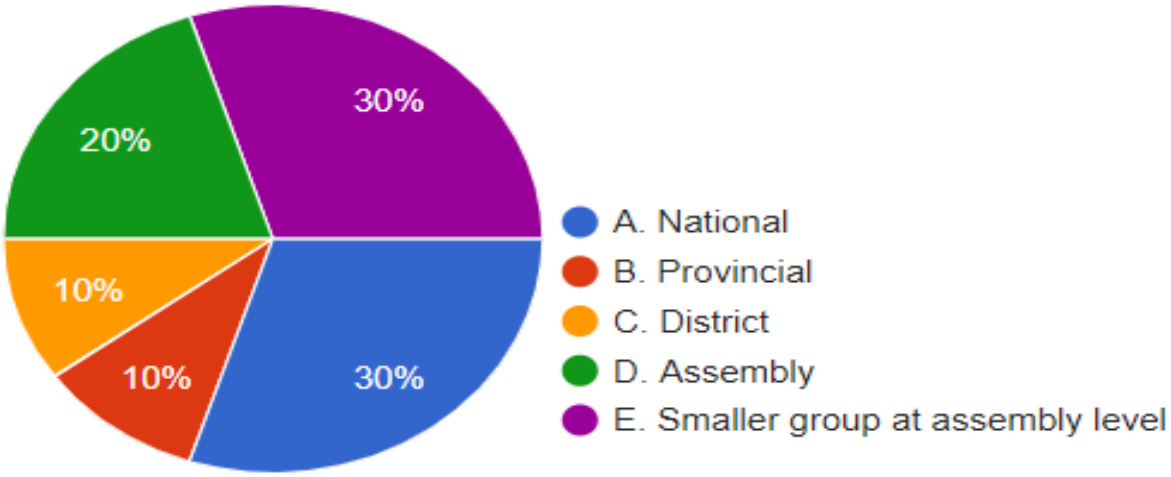

Figure 2: Levels of leaderships of the respondents

b) *Fear of diseases is usually interpreted as lack of or little faith. In what ways did you address the fear/faith dilemma around Covid-19 pandemic?*

Most of the leaders indicated that fear is strongly associated with lack of or limited faith. They signalled that fear measures appreciations of biblical principles and overall trust in God. In support of this, one of the respondents indicated that when fear dominates, people will be praying with their eyes open instead of focusing on communicating with God. There were also opinions that in order for people to pray freely, they must be safe. A notable number of respondents expressed that 'safety comes first' in every situation.

c) *Efforts by leadership to manage fears of the pandemic in members*

Ensuring following of WHO and government's guidance and alerting members to avoid complacency gave them some feeling that their safety was guaranteed. This reduced fears among those members were attending services whenever restrictions were relaxed. Others made use of teachings to assure members that as long as they take all precautions, God was going to keep them safe. Leaders of most churches also introduced regular online teachings and services to raise the faith of members. They also sent biblical scriptures and messages to encourage them to ensure good relationship with God and at same time have knowledge and faith in that the Lord is their salvation and shepherd. When risk was high, leaders generally asked members to stay at home and continue praying to God as usual. To ensure constant communication with members other leaders introduced zoom or Microsoft Teams meetings and counselling sessions. Virtual prayer sessions were also used to encourage members to submit to God their cries while they were sticking to recommended health guidelines.

d) *Effect of the pandemic on attendance to services and other gatherings even when restrictions are relaxed*

There was limited understanding of the Covid 19 at the onset due to limited awareness. Some of the decisions such as moving into the first lockdown were abrupt causing confusion and fear among most church members. Adding to the confusion were also diverging sentiments about the virus as information was coming even from unverified sources but still reaching to the members. In order to reduce risk a big number started not to attend services even before lockdowns were declared. Most church leaders indicatd that there are still some members who never visited church and other gatherings since the declaration of the first lockdown in Zimbabwe a year ago (March 2020). Some leaders even stated that as much as 60% of their church members had chosen to stay away for safety. Therefore, the decline in attendance has remained sustained even in the presence of periods of relaxation of restrictions.

e) *Steps taken by leaders to restore attendance and participation to the usual level*

A number of leaders indicated that they invited health experts to educate members of departments responsible for health and counselling. In other churches and assemblies they made sure that health and counselling departments are manned by health experts who are also members for correct interpretation of stipulated guidelines. In order to be fully compliant church leaders organized resources needed for the health department. The idea was that members who had chosen to abstain would only start to attend when their

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safety was guaranteed. Other churches sent bulk messages to members giving assurance of safety and also made use of online follow ups. Although in some cases they experienced resistance, other leaders introduced home visitations for face to face interactions with abstaining members. Other leaders promoted vaccination to boost the immune systems of members and make sure that they feel that they can overcome the virus.

f) Catering for the groups at high perceived risk of contracting the virus (e.g. the elderly and the sick)

Most of the church leaders indicated that they did little or even nothing to cater for groups such as the sick and the elderly. Most of the efforts did not differentiate members as most leaders believed that everyone was equally prone to be infected by the virus. In cases where minimal efforts were made, age groups at high risk were encouraged not to attend. Other leaders pushed that if every other member takes precautions religiously then all group would be safe. As such they encouraged washing of hands, sanitizing of equipment such as musical instruments and social distancing. Social distancing included increasing number of services which reduced number of people per session. When vaccination programs were introduced other leaders encouraged members to be vaccinated and not to attend physical services whenever they were not feeling well with symptoms similar to those of the Covid 19 virus. Largely, efforts to assist vulnerable groups were affected by lack of resources.

g) Efforts by leadership to make sure that Pastors' welfares were taken care of

Although the number had decreased, there some families and individuals who remained faithful throughout to support the work of God sacrificially. Leaders kept on encouraging and praying for these and other members while those responsible for managing financial resources sent regular messages to remind members of their obligation. This was done to make sure that financial resources did not completely dry out and that there were funds to take care of Pastors. In other churches, coordination was done centrally to ensure that of the available resources even pastors from assemblies in low income areas were supported. Other leaders stressed that some pastors suffered reduction in income to the extent of moving children from boarding school and registered her to day classes. Other raised utilities such as groceries from members to give to their pastors. There were also best cases in which members at an assembly continued to pay tithes and offerings part of which was directed towards welfare of pastors. Worst cases were also expressed where members did not take care of pastors completely throughout the Covid 19 era even when leaders made efforts to encourage them. In some cases leaders at the highest level of the churches collected grocery items from capable assemblies and members and sent humpers to pastors in low income areas or whose incomes were worst affected by the pandemic.

h) Role of leadership in supporting the underprivileged church members to withstand Covid 19 related challenges

According to (Deguma et al., 2020), Covid 19 resulted in the suffering of the poor more than just health risk in Philippines. Some leaders indicated that they encouraged and supported underprivileged members to start small businesses in order to sustain themselves. They further went on to create business and personal development platforms on social media were different successful people could give speeches and advices on how to become successful starting from humble beginnings. In other churches and assemblies, they mobilized groceries and gave humpers to the less privileged. Due to the understanding that some members could not afford gadgets and data bundles required for social media engagement, some leaders resorted to use of text messages with same information as that sent on other platforms to cater for those with limited resources. As a result, most of the underprivileged could receive all necessary message including health alerts from their leaders as long as they possessed a basic minimum phone.

Other churches and assemblies were fortunate enough to receive support from external funders through coordination of leaders. Some were sending regular announcements inviting any of the members experiencing challenges to bring them to the attention of leadership for assistance to be provided. Leaders also encouraged members to stay united and to be brother's keepers which most leaders indicated was key to survival of assemblies as members constantly check on one another. Leaders of most churches and assemblies also regularly checked on families who are known to be incapacitated to identify and address needs. Although there were a number of efforts in place, most leaders admitted that limited or absence of financial resources affected effectiveness of reaching out.

i) Efforts made by highest church leadership level to ensure that assemblies and other gatherings are observing stipulated guidelines to control the spread of the virus

The national secretaries continuously reminding church secretaries and leadership to observer regulations such as through national routine memos. Similar approaches were also seen in other countries such as in Uganda where leaders encouraged members to social distance and stay at during the unsafe periods (Isiko, 2020). Similarly, in Poland, they also followed restrictions as churches had limited or totally suspended their religious life (Sulkowski & Ignatowski, 2020). Other churches instructed assembly secretaries to forward records of numbers that attend services to provincial

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and national secretaries. During lockdowns, central leaderships advised members to stay at home and ensured services were done through social media or national broadcasting services. For instance, the President of AFM in Zimbabwe (Reverend Chiangwa) conducted services on Zimbabwe Television (ZTV) during the lockdown period. The use of public media by churches to communicate and encourage members during the pandemic period was also reported by Sulkowski & Ignatowski (2020) in the Philippines. National leaderships also encouraged assemblies with huge congregant bases to have many service in order to stick to stipulated group sizes. However, even after relaxation of restrictions physical visits by central leadership or their representatives to inspect compliance to set regulations has never taken place in most of the churches.

j) Handling of stigma around Covid 19 by leaders

Among the steps taken to handle stigma, leaders shared information with members about how the virus is spread as other social media sources were sending around wrong information. Leaders also made members to understand that everyone was vulnerable and it was important for them to care for one another. Other leaders indicated that they did not have direct experience with the virus and had not recorded cases of stigmatization in their churches. Others indicated over time, an understanding grew that it is possible to survive even after contracting the virus. This lessoned cases of stigma compared to the days when first cases of the virus were recorded in the country

k) Support rendered by leadership to help the government, other authorities or organizations to provide resources where there was need during the Covid era

Leaders responded to government call for support during the pandemic period. For instance, they contributed towards removal of street people and establishment of a stable home for them in Chiredzi to reduce their exposure to the virus. National leaders also provided food humpers, sanitizers and masks to help the underprivileged. Others provided resources for posting of education and awareness messages around the country. Other leaders admitted that they did not play any significant role in partnering with the government and other players to provide needed resources for a successful fight.

l) Challenges faced by church leadership in managing the Covid 19 pandemic

In spite of education and awareness activities some church members remain adamant and complacent thus do not always fully comply with specified regulations to control spread of virus. There are cases when some members do not wear masks during services which to them is a sign of strong faith. There also members who prefer handshaking and hugs rather than noncontact methods of greeting each other. The other challenge cited is that of conspiracy theories which has affected understanding of the pandemic by some members leading to reluctance in taking necessary precautions. Normally, church leaders visit and pray for the sick in hospitals but imposed restrictions have largely made this impossible. On the other hand, when some members are not visited by church leaders during ailment they lose faith and in worst cases dismember themselves. Controlling number of people per service or gathering was also found to be difficult as, naturally, churches do not turn away people once they have come to seek divine intervention while some members take advantage of that. While the church needs abstaining members to attend services when restrictions are relaxed, use of social media and other noncontact methods was found to be not very effective. The other challenge was that the role of church leaders in fighting against the pandemic was understated as they were categorized as nonessential. This was in the background that members needed prayers for strength while others needed counselling due to the traumatizing nature of the pandemic. Leaders also indicated that inflow of funds to churches was dwindling which incapacitated them even if they were willing to assist vulnerable members and citizens as well as to support other initiatives.

m) Recommendations by leaders towards improvement of management of Covid 19 in churches

Leaders indicated that all assemblies and gatherings must have Covid 19 task teams to ensure guidelines are observed religiously. Leaders must be strict in ensuring members follow World Health Organization guidelines such as by sanitizing hands and proper wearing of face mask. Leaders also suggested that more awareness should be done about the Covid 19 pandemic. Leaders indicated that they must give hope to members and combat fear with encouragement through faith. Keeping members constantly connected and showing God's compassion and care to those affected was needed throughout this trying time.

IV. Conclusion

We investigated the role of Pentecostal churches leadership in fighting the Covid 19 pandemic in Zimbabwe. The churches and leadership were not spared of the impacts of the pandemic which included reduction in influx of funds and number of people attending physical services. The pandemic has caused a lot of fears in members with others not comfortable to take part until nations are in full control of the virus. Leaders at different levels to a number of steps to ensure that members are safe as well as to remove fears from the members. Leaders were making every effort to reach out to all members using possible

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technologies in times when physical gatherings are not allowed. Leaders have also been instrumental in taking care of Pastors and the underprivileged members of the church and society. There is need to increase strictness in churches towards following of health guidelines as some members have continued to stick to old ways. The church leaders could do more but are mostly constrained financially due to impact of the pandemic on livelihoods of members.

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16. Multitasking in research is not good: Doing several things at the same time is a bad habit in the case of research activity. Research is an area where everything has a particular time slot. Divide your research work into parts, and do a particular part in a particular time slot.

17. Never copy others' work: Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not taking care of your health, then all your efforts will have been in vain. For quality research, take proper rest and food.

18. Go to seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.

19. Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

20. Think technically: Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.

21. Adding unnecessary information: Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

22. Report concluded results: Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

23. Upon conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print for the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects of your research.

Informal Guidelines of Research Paper Writing

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form which is presented in the guidelines using the template.
- Please note the criteria peer reviewers will use for grading the final paper.

Final points:

One purpose of organizing a research paper is to let people interpret your efforts selectively. The journal requires the following sections, submitted in the order listed, with each section starting on a new page:

The introduction: This will be compiled from reference matter and reflect the design processes or outline of basis that directed you to make a study. As you carry out the process of study, the method and process section will be constructed like that. The results segment will show related statistics in nearly sequential order and direct reviewers to similar intellectual paths throughout the data that you gathered to carry out your study.

The discussion section:

This will provide understanding of the data and projections as to the implications of the results. The use of good quality references throughout the paper will give the effort trustworthiness by representing an alertness to prior workings.

Writing a research paper is not an easy job, no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record-keeping are the only means to make straightforward progression.

General style:

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear: Adhere to recommended page limits.

Mistakes to avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.



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- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

Choose a revealing title. It should be short and include the name(s) and address(es) of all authors. It should not have acronyms or abbreviations or exceed two printed lines.

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite references at this point.

An abstract is a brief, distinct paragraph summary of finished work or work in development. In a minute or less, a reviewer can be taught the foundation behind the study, common approaches to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Use comprehensive sentences, and do not sacrifice readability for brevity; you can maintain it succinctly by phrasing sentences so that they provide more than a lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study with the subsequent elements in any summary. Try to limit the initial two items to no more than one line each.

Reason for writing the article—theory, overall issue, purpose.

- Fundamental goal.
- To-the-point depiction of the research.
- Consequences, including definite statistics—if the consequences are quantitative in nature, account for this; results of any numerical analysis should be reported. Significant conclusions or questions that emerge from the research.

Approach:

- Single section and succinct.
- An outline of the job done is always written in past tense.
- Concentrate on shortening results—limit background information to a verdict or two.
- Exact spelling, clarity of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else.

Introduction:

The introduction should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

The following approach can create a valuable beginning:

- Explain the value (significance) of the study.
- Defend the model—why did you employ this particular system or method? What is its compensation? Remark upon its appropriateness from an abstract point of view as well as pointing out sensible reasons for using it.
- Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- Briefly explain the study's tentative purpose and how it meets the declared objectives.

Approach:

Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done. Sort out your thoughts; manufacture one key point for every section. If you make the four points listed above, you will need at least four paragraphs. Present surrounding information only when it is necessary to support a situation. The reviewer does not desire to read everything you know about a topic. Shape the theory specifically—do not take a broad view.

As always, give awareness to spelling, simplicity, and correctness of sentences and phrases.

Procedures (methods and materials):

This part is supposed to be the easiest to carve if you have good skills. A soundly written procedures segment allows a capable scientist to replicate your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order, but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt to give the least amount of information that would permit another capable scientist to replicate your outcome, but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section.

When a technique is used that has been well-described in another section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show all particular resources and broad procedures so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step-by-step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

Materials may be reported in part of a section or else they may be recognized along with your measures.

Methods:

- Report the method and not the particulars of each process that engaged the same methodology.
- Describe the method entirely.
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures.
- Simplify—detail how procedures were completed, not how they were performed on a particular day.
- If well-known procedures were used, account for the procedure by name, possibly with a reference, and that's all.

Approach:

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and every other part of the paper—avoid familiar lists, and use full sentences.

What to keep away from:

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings—save it for the argument.
- Leave out information that is immaterial to a third party.

Results:

The principle of a results segment is to present and demonstrate your conclusion. Create this part as entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Use statistics and tables, if suitable, to present consequences most efficiently.

You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.



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Content:

- Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
- In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation of an exacting study.
- Explain results of control experiments and give remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or manuscript.

What to stay away from:

- Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
- Do not include raw data or intermediate calculations in a research manuscript.
- Do not present similar data more than once.
- A manuscript should complement any figures or tables, not duplicate information.
- Never confuse figures with tables—there is a difference.

Approach:

As always, use past tense when you submit your results, and put the whole thing in a reasonable order.

Put figures and tables, appropriately numbered, in order at the end of the report.

If you desire, you may place your figures and tables properly within the text of your results section.

Figures and tables:

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.

Discussion:

The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an argument should be.

Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully described.

Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact, you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved the prospect, and let it drop at that. Make a decision as to whether each premise is supported or discarded or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."

Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work.

- You may propose future guidelines, such as how an experiment might be personalized to accomplish a new idea.
- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
- One piece of research will not counter an overall question, so maintain the large picture in mind. Where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

When you refer to information, differentiate data generated by your own studies from other available information. Present work done by specific persons (including you) in past tense.

Describe generally acknowledged facts and main beliefs in present tense.

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Topics	Grades		
	A-B	**C-D**	**E-F**
Abstract	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form Above 200 words	No specific data with ambiguous information Above 250 words
Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

INDEX

A

Acquired · 30
Alertness · 32
Anachronistic · 2, 15
Apprehension · 8

B

Bourgeois · 2, 3, 4, 5, 16

C

Cognition · 7, 8, 14, 15, 17, 30
Conceptualized · 28
Consequences · 6, 34
Contemporary · 2, 4
Contingency · 1, 20, 22
Criticism · 2, 6, 7, 8, 10

D

Discursive · 2, 7, 14, 15
Disseminate · 7

E

Epistemology · 28, 30

I

Ideological · 1, 2

L

Legitimacy · 30, 47

M

Manipulative · 2, 8, 17
Maturity · 14, 34

R

Railroads · 2, 6, 10, 13, 14
Representatives · 4, 6, 7,
Ruinous · 9, 16

S

Scenario · 10
Stipulated · 32, 51, 53, 54

V

Vulnerabilities · 22, 23





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