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# *What is 'excellence' for doctoral studies?*

## *Keeping your studies on track*

**King Omeihe** *PhD FRSA FWAT*

**BAM/ISBE DOCTORAL DAY**





## Learning Outcomes :

- To locate established perspectives on the realities of completing a doctorate
- To examine the inherent assumption and requirements built into reducing attrition and improving successful completions
- To identify best practice that enriches the doctoral journey

*‘The doctorate is most often a Pilgrim’s Progress, with “staged posts of hope, loss, fear, doubt and achievement (Hughes and Tight, 2013:178)*



# Topicality of the issue

- For universities, issues around successful completion and attrition rates are pressing concerns
- The role of supervision is an individualised but meso level-aspect of the journey. For example: your supervisor can be reliable, supportive, motivating or perhaps a malicious, absent or discouraging supervisor
- However, the overall notion of the PhD is ultimately tailored towards the final product- the degree; and a successful navigation of the process, irrespective of bottlenecks



Lack of motivation + Stress

Completion pressures

Tuition Fees

Family issues

Health/ depression

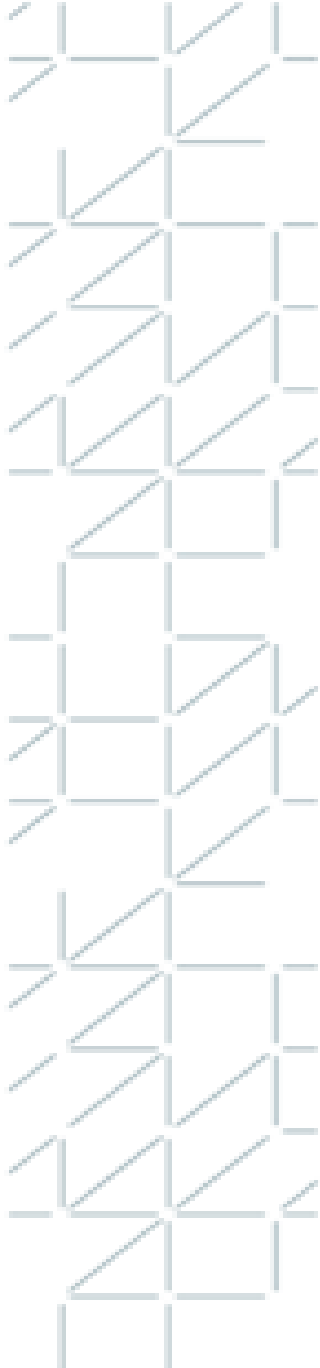
Supervisor Issues

Jobs



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This calls for a **plan!**



# Theoretical Underpinning: Logics of transformative reflexivity

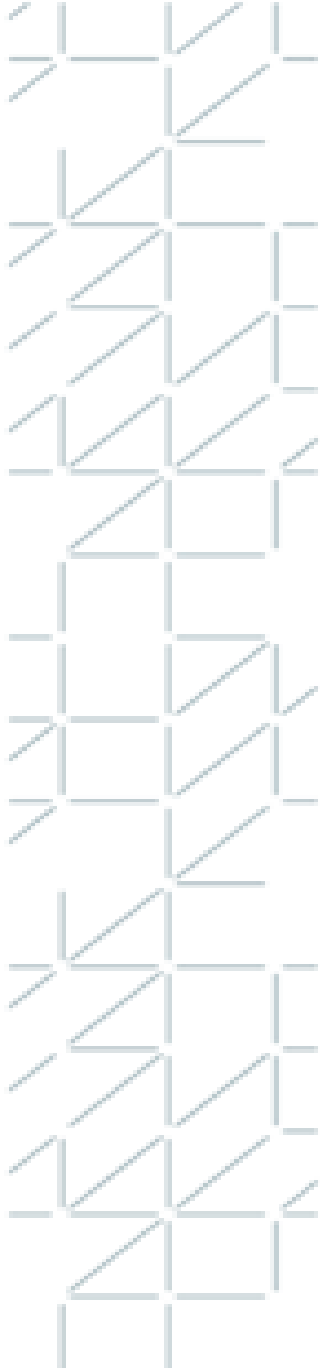


Necessitates an understanding of behaviour located within social and institutional contexts (Omeihe and Omeihe, 2019; 2021)

The theory acknowledges that knowledge should ideally be grounded on a self introspection whereby uncertainties are suspended towards maintaining a positive expectation

The theory illuminates the ability of the individual to make a difference to their own world, by acknowledging that success expectation lies at their doorstep

Addresses the strengths and the equally active nature of the individual in making sense of their perceived reality



# 1. Plan One

*Knowledge of the field*





# Trust

## Institutions

**Institutional Logics**  
*Thornton and Ocasio (1999)*

**Embeddedness**  
*Granovetter, (1985)*

**Culture**  
*Schein (2004)*  
*Hofstede (2001)*

**Norms**  
*Elster (1989)*  
*Lyon (2000)*

**Networks**  
*Aldrich (1979)*  
*Granovetter (1985)*  
*Walther (2012)*

## Nature of trust

**Personal trust**  
*Zucker (1985)*  
*Rousseau et al., (1998)*  
*Mayer et al., (1995)*

**Organisational trust**  
*Mollering (2006)*  
*Gillespie and Dietz (2009)*

**Institutional trust**  
*Zucker (1985)*  
*Bachmann and Inkpen (2011)*  
*Bachmann (2011)*

**Trust and TCE**  
*Coarse (1937)*  
*Williamson (1975)*  
*Mollering (2006)*  
*Cummings and Bromiley (1996)*

**Trust and context**  
*Zaheer and Zaheer (2006)*  
*Tillmar (2012)*  
*Welter (2012)*

**Distrust**  
*Lewicki (2006)*  
*Sitkin and Roth (1993)*  
*Tomlinson and Lewicki (2006)*

**Trust repair**  
*Dirks et al., (2009)*  
*Lewicki (2006)*  
*Tomlinson et al., (2004)*

## Internationalisation

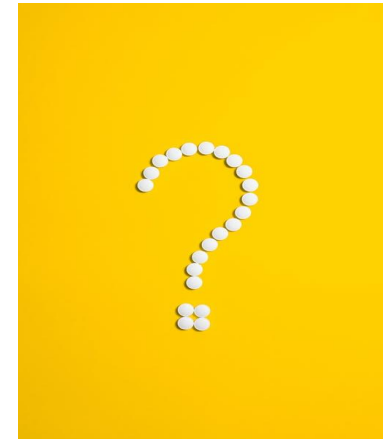
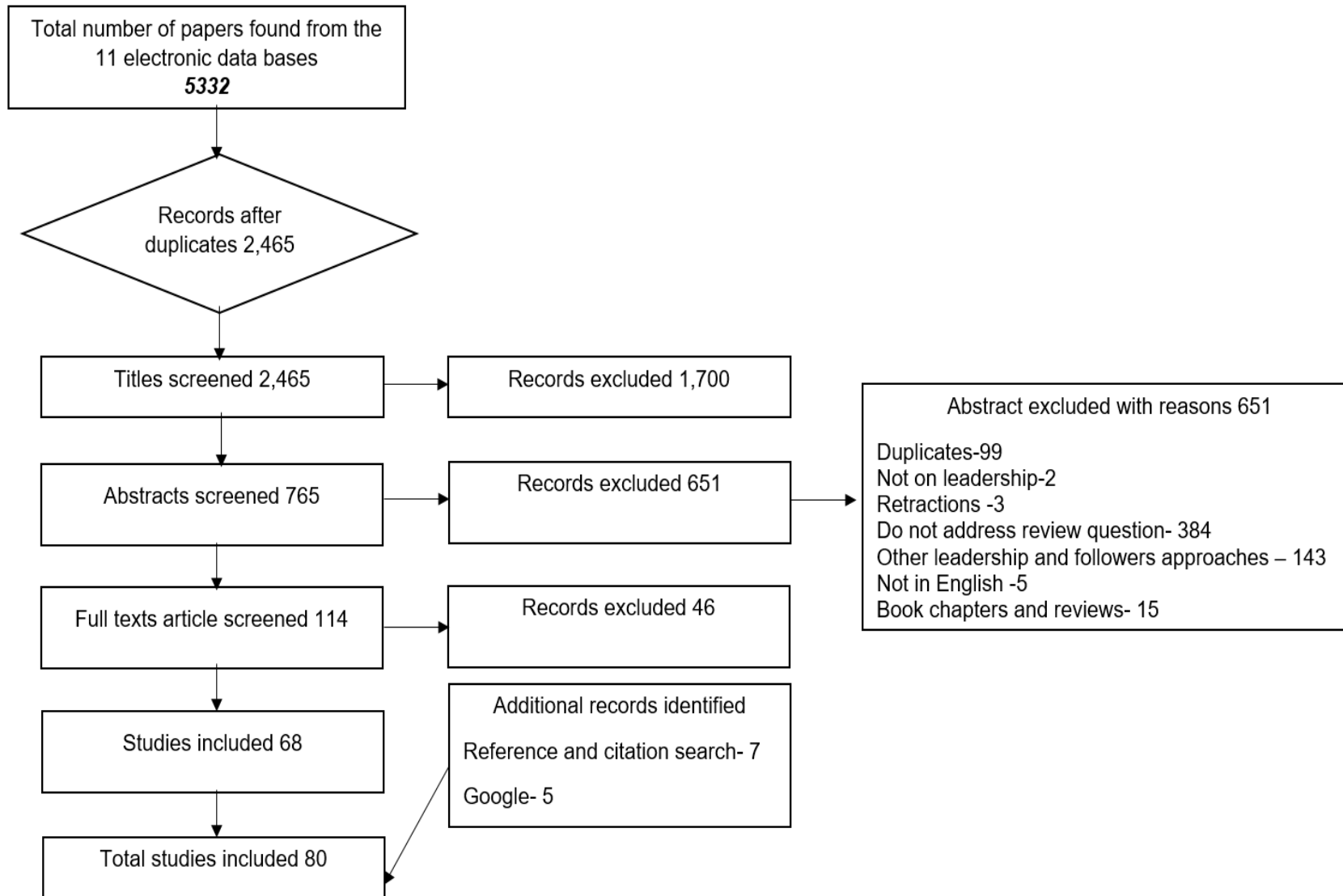
**Uppsala perspective**  
*Johansson and Vahlne (1990)*  
*Coviello and McAuley (1999)*

**Network Perspective**  
*Johansson and Mattsson (1992)*  
*Coviello (2006)*

**Network and SME internationalisation**  
*Coviello and McAuley (1998).*  
*Jack and Anderson (2002)*  
*Stoian et al., (2016)*

**Entrepreneurship**  
*Schumpeter (1934; 1942)*  
*Kirzner (1985)*

# Simple schematic **search view**



## 2. Plan Two

*Reach out to the main scholars in your field*



### **3. Plan Three**

***Try writing at least 500-700 words a day***

*As you read ensure you type:*

***Document your reading-have some form of evidence***

***Attempt to read one journal per day***



## 4. Plan Four

*Networking via  
conferences, trainings  
and associations*



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institute for  
small business  
and entrepreneurship



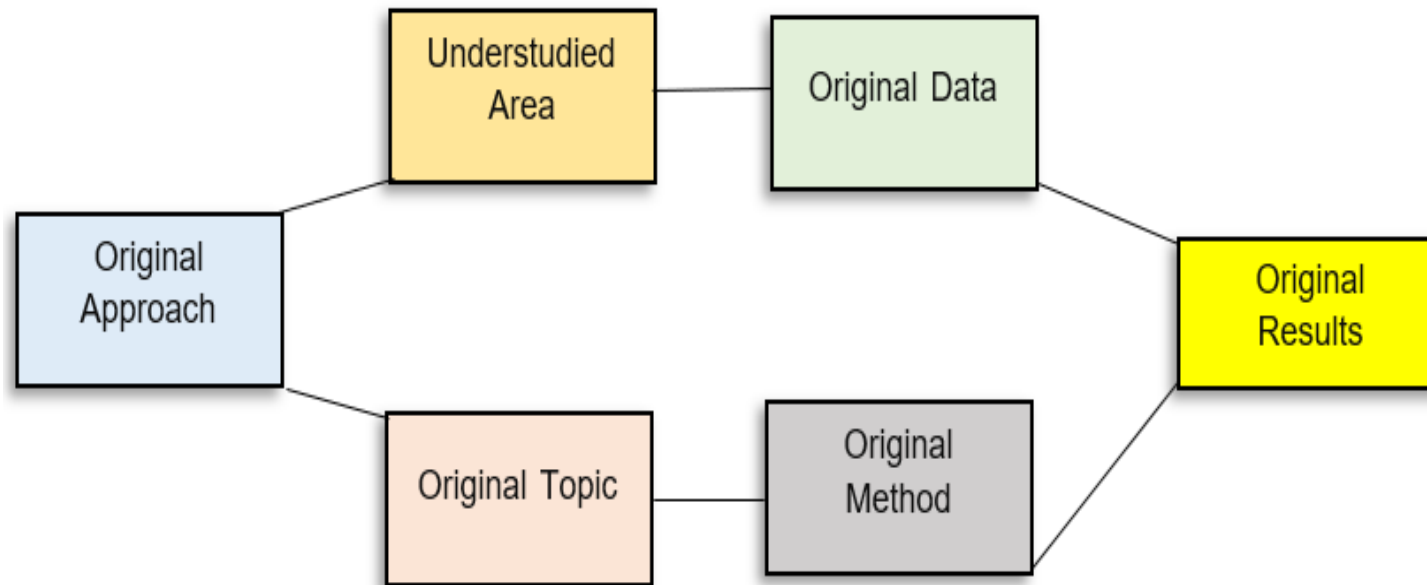
## 5. Plan Five

*It difficult to complete your dissertation without having a feel of other people's dissertations*



# 6. Plan Six

## Display Research Originality



- ✓ Providing a single technique, observation or result in an otherwise manner but competent piece of research
- ✓ Bringing new evidence to bear on an old issue
- ✓ Looking at areas that people in discipline haven't looked before
- ✓ Adding to knowledge in a way that has not previously been done



### What is Originality in the Humanities and the Social Sciences?

Joshua Guetzkow; Michele Lamont; Gregoire Mallard  
*American Sociological Review*; Apr 2004; 69, 2; ABI/INFORM Global  
pg. 190

### What is Originality in the Humanities and the Social Sciences?

Joshua Guetzkow  
Princeton University

Michèle Lamont  
Harvard University

Grégoire Mallard  
Princeton University and Ecole Normale Supérieure de Cachan

*Drawing on interviews with peer-review panelists from five multidisciplinary fellowship competitions, this paper analyzes one of the main criteria used to evaluate scholarship in the humanities and the social sciences: originality. Whereas the literature in the sociology of science focuses on the natural sciences and defines originality as the production of new findings and new theories, we show that in the context of fellowship competitions, peer reviewers in the social sciences and humanities define originality much more broadly: as using a new approach, theory, method, or data; studying a new topic; doing research in an understudied area; or producing new findings. Whereas the literature has not considered disciplinary variation in the definition of originality, we identified significant differences. Humanists and historians clearly privilege originality in approach, and humanists also emphasize originality in the data used. Social scientists most often mention originality in method, but they also appreciate a more diverse range of types of originality. Whereas the literature tends to equate originality with substantive innovation and to consider the personal attributes of the researcher as irrelevant to the evaluation process, we show that panelists often view the originality of a proposal as an indication of the researcher's moral character, especially of his/her authenticity and integrity. These contributions constitute a new approach to the study of peer review and originality that focuses on the meaning of criteria of evaluation and their distribution across clusters of disciplines.*

Adapted from Guetzkow et al., (2004)

## 7. Plan Seven

*Always keep in mind these  
three points:*

*The contributions of your research to:  
theory, policy and practice*





# 8. Plan Eight

***Start planning for your final viva examinations:***



***Pitch to yourself all the time.....***

## Top 20 questions

1. Can you start by summarising your thesis?
2. Now, can you summarise it in one sentence?
3. What is the idea that binds your thesis together?
4. What motivated and inspired you to carry out this research?
5. What are the main issues and debates in this subject area?
6. Which of these does your research address?
7. Why is the problem you have tackled worth tackling?
8. Who has had the strongest influence in the development of your subject area in theory and practice?
9. Which are the three most important papers that relate to your thesis?
10. What published work is closest to yours? How is your work different?
11. What do you know about the history of [insert something relevant]?
12. How does your work relate to [insert something relevant]?
13. What are the most recent major developments in your area?
14. How did your research questions emerge?
15. What were the crucial research decisions you made?
16. Why did you use this research methodology? What did you gain from it?
17. What were the alternatives to this methodology?
18. What would you have gained by using another approach?
19. How did you deal with the ethical implications of your work?
20. How has your view of your research topic changed?



## 9. Plan Nine

### ***Teaching Jobs-part time!***

*Think about your employability-industry or academia?.....*



# 10. Plan Ten

## Publications and writing retreats

JOURNAL OF SMALL BUSINESS & ENTREPRENEURSHIP  
<https://doi.org/10.1080/08276331.2020.1836550>

ccsbe / ccpe  
Routledge  
Taylor & Francis Group

Check for updates

### Getting Personal: the issues of trust and distrust in small and medium-sized enterprises in Nigeria

Kingsley Obi Omeihe<sup>a</sup>, Isaac Oduru Amoako<sup>b</sup>, Veronika Gustafsson<sup>c</sup>, Mohammad Saud Khan<sup>d</sup> and Ibiyemi Omeihe<sup>e</sup>

<sup>a</sup>The Business School, Edinburgh Napier University, Edinburgh, UK; <sup>b</sup>International Centre for Transformational Entrepreneurship, Coventry University, Coventry, UK; <sup>c</sup>School of Business and Creative Industries, University of the West of Scotland, Paisley, UK; <sup>d</sup>School of Management, Victoria University of Wellington, Wellington, New Zealand

**ABSTRACT**  
There is a pronounced paucity of empirically rigorous study that focuses on the impact of trust on small and medium-sized enterprises (SMEs) operating in a developing market context. This article offers a fresh perspective on the simultaneous relationship between trust and distrust by exploring the complex process through which they are developed. Constructed in the assumptions of multidimensionality and the inherent tensions of relationships, the design of this study is interpretive, following an emergent iterative process, where three distinct types of trust, cognitive-based trust, affect-based trust and calculus-based trust were considered as critical components for successful SME relationships. Conversely, the unpredictable negative behavior of a trade partner was critical to the development of calculus-based distrust and identification-based distrust. The results facilitate a better understanding of the distinct types of trust and distrust that underpin SME relationships in Nigeria and other developing economies, particularly in Africa. This article contributes to the ongoing debate over the two contrary yet complementary opposites of trust and distrust, and their ability to provide explanations to economic activity.

**RÉSUMÉ**  
Il existe une forte pénurie de recherches empiriques rigoureuses qui se concentrent sur l'impact de la confiance sur les petites et moyennes entreprises (PME) opérant dans un contexte de marché en développement. Cet article offre une nouvelle perspective sur la relation simultanée entre la confiance et la méfiance en explorant le processus complexe par lequel elles se développent. Construit sur les hypothèses de la multi-dimensionnalité et des tensions inhérentes aux relations, le concept de cette étude est interprétatif, suivant un processus itératif émergent, dans lequel trois types distincts de confiance – la confiance basée sur la cognition, la confiance basée sur l'affect et la confiance basée sur le calcul – ont été considérés comme des composantes essentielles des relations réussies pour les PME. À l'inverse, le comportement négatif imprévisible d'un partenaire commercial s'est révélé

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**KEYWORDS**  
Trust; distrust; trustworthiness; social networks; SMEs; Nigeria

**MOFS-CLÉS**  
confiance; méfiance; fiabilité; réseaux sociaux; PME; Nigeria

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The current issue and full text archive of this journal is available on Emerald Insight at:  
[www.emeraldinsight.com/1746-5265.htm](http://www.emeraldinsight.com/1746-5265.htm)

## Managing knowledge through social media

### Modelling an entrepreneurial approach for Scottish SMEs and beyond

Robert Crammond, Kingsley Obi Omeihe, Alan Murray and Kirstin Ledger  
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Managing knowledge through social media

Received 1 May 2017  
Revised 29 August 2017  
15 November 2017  
18 January 2018  
Accepted 5 February 2018

**Abstract**  
**Purpose** – The purpose of this paper is to conceptualise social media usage (SMU) as a contributory, knowledge management (KM) tool towards entrepreneurial behaviour amongst small- and medium-sized enterprises (SMEs). Although an underdeveloped concept in entrepreneurship, the conceptual analysis of KM presents evidence which links SMU as complementary to changing KM conventions.  
**Design/methodology/approach** – The pertinent KM and SMU literatures of the SME context were reviewed to form an understanding of this context. Employing a mixed-methods approach, a pragmatic, thematic investigation of SMU-enhanced KM was facilitated.  
**Findings** – Substantial benefits of innovative SMU, as a management tool towards SME entrepreneurialism, were witnessed. SMU enhances the administration of real-time knowledge, encouraging creativity. However, longer-term costs of employing requisite personnel, and anticipated organisational restructuring, present challenges. The paper identifies the potentials of social media technologies in overcoming KM issues. The authors propose a reasoned process model towards entrepreneurial exploitation by acknowledging systematic phases of research, concept, institutionalise, develop, target and assess, referred to as the RCIDTA model.  
**Practical implications** – The authors argue that KM, through social media, facilitates interactions to execute innovative processes within SMEs ever-changing infrastructures. It also informs nascent entrepreneurs, in considering the benefits of systematic KM, and novel SMU, opportunities. The RCIDTA model for SMEs can be utilised in improving knowledge ecosystems of entrepreneurial SMEs, promoting innovation towards sustained organisation growth.  
**Originality/value** – This paper embraces the growing approach of SMEs applying SMU. SMU and its cost efficiency support the start-up activity. This paper highlights central issues concerning the exploitation of sector-specific KM, including organisational strategy, structure, brand formation, fiscal and personnel resource allocation and market share.  
**Keywords** Innovation, Knowledge management, Entrepreneurship, Social media, SME, ICT  
**Paper type** Research paper

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## Trade Associations and Trust in Weak Institutional Contexts: Exploring SME Relationships in Nigeria

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**Abstract.** This article examines the institutional logics of entrepreneurial behaviour. It investigates how institutional contexts affect entrepreneurial behaviour, especially in challenging environments. By drawing on a rich qualitative study of 14 small and medium-sized enterprises (SMEs) in Nigeria, the paper uncovers how indigenous institutional forms such as trade associations have evolved to replace dysfunctional formal institutions. The institutional logics perspective was useful in understanding the effects of culture on trade associations. Our interview data reveal how entrepreneurs take advantage of institutional-based trust to enforce trade agreements in the absence of formal institutional trust. The major findings show that trade associations were necessary for enforcing trade agreements in conditions where actors cannot rely on formal institutional arrangements. The results facilitate a better understanding of how trade associations reduce the room for opportunism and serve to promote trust across members. This study contributes to the field of entrepreneurship concerning SMEs and trade associations, by examining issues in relation to economic-institutional contexts that have been largely neglected.

**Keywords:** trade associations, trust, culture, institutions, SMEs, Nigeria.

### 1. Introduction

There is a bi-directional relationship between institutions and entrepreneurship. In one direction, institutions can reinforce forms of social interactions which result to productive outcomes between actors (Fafchamps, 1996; Omeihe *et al.*, 2020).

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## 11. Plan Eleven

*Achievable Timeline!*

*Get to work-Remember the  
clock is ticking!*



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QUESTIONS  
THANK YOU!



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