

**Pre-Dissertation Research Proposal/Plan**  
[Also Known As (aka) Qualifying Comprehensive Examination]

**A Sample Outline**

**Doctor of Business Administration in  
Management**



AMERICAN BUSINESS  
MANAGEMENT & TECHNOLOGY COLLEGE

**American Business Management  
and  
Technology College, Switzerland**

**A Critical Comparative Study and Analysis of the Role and Impact of National  
Government Leadership in Controlling the COVID-19 Pandemic While Enabling  
ECONOMIC Growth: Leadership Matters**

A Draft Pre-Dissertation Research Proposal/Plan  
Submitted By:

Student's Full Name  
Month and Year

To:

American Business Management and Technology College

In partial fulfillment of the requirements for meeting the prerequisites for  
DBA candidacy towards the degree,  
Doctor of Business Administration in Management

Reviewed by:

(signature of faculty guide)  
Name of faculty member, degree

## COVID-19 Pandemic and the Economy: Leadership Matters

<b>Table of Contents (Single Spaced)</b>	<b>page</b>
1. Introduction to Study	
A. Context and Background and Objectives of the Study	3
B. Purposes and Importance of the Study	4
C. Overview of Theoretical Framework and Methodology	4
D. Definitions and Key Words	5
2. Literature Review	5
A. Brief Current and Historical Context	5
B. Exploratory and Evaluation Research Conceptual Framework	6
1. COVID-19	6
2. Leadership	7
3. Methodology	8
A. Research Questions and Hypotheses	8
B. Overview of Design and Research Setting	9
C. Data Sources	9
1. Methods	
2. Participants	
3. Instrumentation	
4. Data Collection Procedures	
5. Data Analysis	
Time Frame/Gantt Chart	11
Potential Outcomes	12
References	13
Appendices	14

## **This Is A Sample Outline**

**Pre-dissertation Research Proposal: A Sample Outline as Detailed in Part II, Section B, 2.3 to 2.3.7 of the Doctoral Dissertation Handbook for the Doctor of Business Administration in Management, American Business Management and Technology College, Switzerland.**

### **1. INTRODUCTION TO THE STUDY**

#### **A. Context and Background and Objectives of This Study**

This COVID-19 Pandemic, which began in China and quickly developed into a world pandemic, is negatively impacting all parts of the world with the loss of lives, family isolations and separations, loss of jobs and increases in unemployment, decelerating economies and economic growth, and limitations on social and psychological freedoms. amongst other negative effects. National governments have taken a variety of paths in attempting to contain the effects of the pandemic, often with different emphases on the two variables providing a safe harbor for its citizenry and protecting and maintaining economic growth.

This Study examines the role and *impact* of national leaders in their attempts in minimizing the COVID-19 Pandemic while enabling Economic Growth in 12 of the world's largest democracies (by population and/or land mass). The focus and setting of this study are in those world democracies which have the largest land mass (over 500,000 Total Area by Kilometer) and/or with a population of 60 million or more inhabitants. These countries are India, United States, Indonesia, Pakistan, Brazil, Mexico, Japan, Philippines, Germany, France, United Kingdom and South Africa. Much has been written concerning the different approaches of the leadership in these countries to responding to the COVID-19 pandemic and data exists, although not always equal in thoroughness, concerning the impact of the pandemic on both health of the citizenry and the health of the economy.

Much has been written and stated concerning the need to respond to the effects of the COVID-19 virus on the health of the human species as well as the need to address the economic consequences of these effects. This study analyzes leadership responses to these two aspects of the COVID-19 pandemic - human and economic health - with the following objectives:

- 1) to delineate and analyze the effectiveness of the role and impact of national leadership on controlling the COVID-19 Pandemic while enabling economic growth; and,
- 2) to develop and situate each of 12 national leaders on a leadership continuum line based on their leadership approach and their effectiveness in controlling the Pandemic and enabling and/or stabilizing economic growth.

### **B. Purposes and Importance of this Study**

The purpose of this research is to conduct a comparative study and analysis of the role of effective national leadership and its impact on the pandemic and economy. If the human race is to survive future pandemics, and at minimum, if it is to reduce the morbidity and mortality effects of future pandemics as well as reduce the social and economic disruption of such pandemics, then evaluating past actions and identifying best and worst practices is essential to our survival. Therefore, it is most appropriate to determine what leadership strategy or strategies have worked best in controlling and minimizing the spread of the COVID-19 pandemic and to determine whether such actions are compatible with stabilizing the economy and maximizing economic growth? Are these two objectives necessarily conflicting or can leadership actions balance the needs of these objectives so that they are mutually supportive?

### **C. Overview of Theoretical Framework and Methodology**

This study, using mixed research methods of empirical and non-empirical data, will rely upon resources from previously published data and studies from a variety of fields, including public health, medicine, economics, social and psychological research, as well as on a content analysis of national newspapers and social media to ascertain the views and opinions of the experts as well as the general population to determine the efficacy of national leadership in balancing a response to the two variables mentioned above and to compare inter-leadership efficacy in relation to how each leader approached the problems presented by the COVID-19 pandemic. (Importance of the study)

The real-life problem in responding to the virility and contagiousness of the COVID-19 virus is a new phenomenon and thus the medical and public health fields are providing lessons-learned on a somewhat daily and weekly basis. In addition, while there are few empirical and non-empirical studies that focus on the role of leadership in developing and implementing a balanced strategy that minimizes the spread of the virus and provides a safe harbor for all of its citizenry while stabilizing the economy and maximizing economic growth, there is much data that has been made available and information that has been reported in respected journals and publications concerning the effects of a variety of national approaches to controlling the COVID-19 pandemic and the effects of those approaches on each nation's economy.

Since much has been written about the vital and pivotal role the policies of national leaders play in controlling this pandemic and the resulting effects of these policies on the economy of each nation, this study will attempt to assess and rate the effectiveness of leadership approaches on a continuum ranging from laissez faire to transactional to transformational leadership using published healthcare data, economic information, and expert analyses made available through a variety of governmental, private and non-profit sources.

#### **D. Definitions and Key Words**

Effectiveness to the COVID-19 virus will be defined in this research as the relationships between the following: the percentage of the population having been tested for COVID-19; the percentage of citizens tested with positive results; the percentage of population infected and showing symptoms; the percentage of population hospitalized; the percentage of population in critical care units(CCU); the percentage of population deaths due to COVID-19 or as a by-product of COVID-19; and the percentage of CCU patients survived. In addition, effectiveness will be measured by policies and actions that were put in play in a timely and urgent basis: to supply the healthcare industry with supplies needed to be able to respond adequately to the pandemic. Also, effectiveness will be measured by leadership actions taken to follow-up and support proposed public-health policies provided through the government to the citizenry.

Effectiveness in terms of the economy will be defined as leadership policies that provided resources, both financial and material, to the business community and the working citizenry that allowed for the safe conduct of business for the worker and the public. Policies that have helped to stabilize labor markets and facilitate recovery by allowing firms to retain workers and to rehire them as conditions improve, policies that help to avert small business bankruptcies, policies that provide for loan forbearance, and policies that protect home owners and renters from becoming houseless, as well as many other actions taken to keep businesses opened and workers on the job in order to mediate the economic effects of COVID-19 will be considered for defining leadership effectiveness in the economic area.

Finally, effectiveness of leadership will be defined as the national leader establishing a common vision and tone for the citizenry that defined desired outcomes, both for self, family and the nation in terms of health and economic support and prosperity.

## **2. LITERATURE REVIEW**

### **A. Brief Historical and Current Context**

Although the COVID-19 pandemic phenomenon is fairly new, much has been written on national responses to pandemics and infectious diseases in the past, much has been written about preparing for pandemics across the world, and much data and information has been generated about the present COVID-19 pandemic. This study will review past responses to pandemics and unexpected infectious disease outbreaks for context in evaluating leadership response and then focus on the timeframe from January 1<sup>st</sup>, 2020 to December 31<sup>st</sup>, 2020 for specific data and information related to the response to COVID-19.

According to Gibney (2020) scientists have been analyzing data using a data base being developed for the World Health Organization (WHO) to explore differences in responses to

## COVID-19 Pandemic and the Economy: Leadership Matters

COVID-19 throughout the nations of the world. They are looking for patterns in order to determine relationships between illnesses and deaths in a country, actions taken and time when they were taken once there was evidence that the virus was in a country. Early results showed that for reasons related to timing and type of actions taken, Germany and Austria experienced a fraction of the deaths from COVID-19 when compared to other European countries. Thus, this research can build on previous studies to analyze the balance between concerns for health and economics as manifested by national leadership policy and actions, as well as the type of leadership approach utilized to enact policy.

### **B. Exploratory and Evaluation Research Conceptual Framework**

#### **1. COVID-19 Pandemic**

Based on organizations collecting data throughout the world, the researcher will use two closely related research approaches, the Exploratory Research and Evaluation Research methods, supplemented with a Content Analysis Research method to collect and analyze existing collected data by such organizations as the World Health Organizations (WHO), Johns-Hopkins University, the U.S. Centers for Disease Control and Prevention, and similar national and international data sources, including content analysis of national newspapers and social media on and about the pandemic in the aforementioned countries. The following data collection categories and indicators at key intervals will be the focus of this study:

- a. Types of National Governmental Interventions during the following intervals – 12/2019, 4/2020, 8/2020 and 12/2020:
  1. economic
  2. health and safety
  3. political
  4. social
  
- b. Economic Growth Indicators during the following intervals – 12/2019, 3/2020, 6/2020, 9/2020, and 12/2020:
  1. GDP
  2. unemployment/employment/unemployment benefits
  3. job growth and demands
  4. economic stimulus packages
  5. homelessness
  
- c. COVID-19 Pandemic Indicators during the following intervals - 12/2019, 3/2020, 6/2020, 9/2020, and 12/2020:
  1. number of tests
  2. number of cases (via tests plus reporting symptoms and not tested)
  3. number of hospitalizations
  4. number of deaths

- d. Content Analysis of national newspapers, magazines and social media at various intervals:
  1. letters to the editor
  2. editorials
  3. feature articles

## 2. Leadership

There is a wealth of studies and publications on leadership. This researcher chose to rely on Professor Early (Early, 2017) for a quick survey of the history of leadership theories such as the Great Man Theory (1840 and onwards), Trait Theory (1910-1948), Behavioral Theory (1950-1970), Contingency Theory (1967-1990), Leader-Follower Theory (1990 and onwards), Transformational Leadership Theory (1985-2010). Furthermore, (Early, 2017) aptly shows how and where these leadership styles began to morph into the writings as the ‘incredible man theory,’ the ‘characteristic theory,’ ‘conduct theory,’ ‘situational theory,’ ‘possibility theory,’ and value-based and transformational theory.’ The researcher will use Early’s work on leadership theories and Juneja’s important qualities of a good leader to develop a pandemic crisis *leadership continuum* and then analyze the data and information relevant to the actions and policies of the leaders of the 12 democracies during the COVID-Pandemic as they relate to the qualities identified and situate the leaders on the leadership continuum accordingly.

Given the nature of a pandemic which knows no borders, no economic status, no race, religion, or any of the myriad ways we humans choose to divide ourselves from our brethren, it is national leadership that plays a primary role and that drives the overall national strategy and decision-making effort to control a pandemic. It is national leadership that develops and/or adopts/adapts new policies, explores new scientific discoveries, promotes international cooperation and share vital information and resources, and that employs new uses of technologies all to provide a safe harbor for all of its citizens. Lack of the right leadership approach and strategy can result in negative consequences in both the pandemic and the economy no matter what the population and the healthcare professionals attempt to do to combat a pandemic.

Leadership as used in this study denotes the abilities of the nation’s leader to direct, guide and motivate, and instill a vision, by generating trust and togetherness so that nation’s people can come together to achieve the desired outcomes. As Juneja (2020) aptly states, “It is the human factor which ties a team (a nation) together and inspires it towards objectives (the nation to achieve its goals and objectives).

Furthermore, Juneja’s summarization of the important qualities of a good leader are quite appropriate for use in developing a pandemic crisis *leadership continuum* paradigm and for situating each of the 12 world leaders on their effectiveness in providing a human and economic safe harbor for all citizens. Juneja’s important qualities of a good leader include taking the lead to: initiate, motivate, direct, create and to build confidence, build and foster assurances, build an

## COVID-19 Pandemic and the Economy: Leadership Matter

ideal work environment and engage in and foster coordination. Based on these qualities, a pandemic crisis *leadership continuum* paradigm will be developed and used to situate the 12 national leaders on the continuum paradigm. The categories within this paradigm will include three leadership styles/approaches based on Early's work on leadership theories. These leadership theory styles and approaches are identified as laissez-faire, transactional and transformational.

### 3. METHODOLOGY

#### A. Research Questions and Hypotheses

This study will be conducted to address the following research questions and to determine the validity of the hypotheses as listed below.

##### Questions:

1. What is the role of national leadership in managing and controlling the COVID19 Pandemic while stabilizing the economy/economic growth ;
2. What is the impact of a laissez-faire, transactional or transformational leadership style approach to facilitating an effective response to controlling the pandemic and stabilizing the economy.

##### Hypotheses:

1. Countries whose leaders prioritize economic growth over controlling the pandemic will experience an increase in the number of COVID-19 cases, an increase in loss of life, and a deceleration in economic growth comparatively;
2. Countries whose leaders develop a balanced strategy of controlling the pandemic and stabilizing the economy experience a decrease in the number of COVID-19 pandemic cases and deaths and a more stabilized economy comparatively;
3. Countries whose leaders exercise a laissez faire approach to the pandemic will experience decreases in economic growth and increases in the number of Covid-19 pandemic cases comparatively; and
4. Leaders, who adopt primarily a laissez-faire, transactional or transformational leadership approach, will place differently on a continuum line that is based on analysis of pandemic and economic growth data.

## **B. Overview of Design and Research Setting**

The research design is focused on doing a comparative study and analysis of the role of effective national leadership and its impact on the pandemic and economy in 12 democracies. This comparative study and analysis will employ a mixed research method that will entail collecting and analyzing data on the pandemic and the economy in 12 democracies.

## **C. Data Sources and Analyses**

1. Methods. To do a Content Analysis of a random sample of letters to editor, editorials, headline and feature articles on the pandemic and the economy from major newspapers, magazines, respected journals in related areas, and other social media publications for data collection using a content analysis approach based on Juneja's qualities of a good and effective leader paradigm.
2. Sources. To collect and analyze published data at various intervals from national and international sources, such as, WHO, Johns-Hopkins University, UN Economic Outlook publications,
3. Data Collection. Labor and Health Department data, etc., on the pandemic (every month), and on economic growth indicators (every 4 month).
4. Instrumentation. To collect data from States, Provincial, Prefectural leaders using a 10-point **Likert scale** survey. These leaders will be asked to rate their nation's president, prime minister, chancellor on Juneja's qualities of a good and effective leader paradigm.
5. Data Analysis. The researcher will consult with his three professors in DBA 1013, 1014 and 1015 and with his faculty guide on what statistical tools and techniques that are recommended for doing mixed research method with a focus on triangulation of the data collected for validation of the two aforementioned research questions and the four related hypotheses. Analyses will include:
  - a) collecting and analyzing data on the pandemic and economic growth from the aforementioned data sources and indicators;
  - b) doing a content analysis of national newspapers, magazines, respected journals and social media to gauge the roles and approaches to leadership styles most prevalently employed during the pandemic, as perceived in these sources, in the aforementioned world's largest democracies;

In the content analysis, the researcher will develop a rubric to capture variables which the general population and experts use to characterize and

## COVID-19 Pandemic and the Economy: Leadership Matters

assess leadership approaches and effectiveness of its leaders in fighting the pandemic and in stabilizing the economy; and.

- c) develop a 10-points **Likert scale** survey using the aforementioned important qualities of a good leader for surveying the top leaders at the State, provincial, prefectural levels of each of the 12 democracies. The top state, provincial, or prefectural leaders will be asked to rate their president, prime minister and/or chancellor on the aforementioned qualities of a good and effective leader. Anonymity will be built into the design and assured to the participants.

The use of the mixed research method will allow for triangulation of the data from the published pandemic and economic growth information and data with the content analysis data and the **Likert scale** survey of state, provincial and prefectural leaders data to better validate the research questions and hypotheses.

### **TIME FRAME/GANTT CHART**

The researcher will consult with his pre-dissertation faculty guide to discuss and develop an eight-month timeframe for developing and submitting his dissertation manuscript.

COVID-19 Pandemic and the Economy: Leadership Matters

**POTENTIAL OUTCOMES**

**To be completed later....**

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## COVID-19 Pandemic and the Economy: Leadership Matters

### **Appendices**

**None at this time...**