

Research Issues within Contemporary Management

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Introduction

Management research is an indispensable part of the strategies applied to implement policies geared towards addressing pertinent issues in society which helps to solve business problems and add to management knowledge. Therefore, research mainly focuses on identifying gaps in a market and exploring possible solutions. As the philosophy and marketing techniques and methods in other fields cannot find applicability in the healthcare services, healthcare needs their own approach and implement certain features that are not found in other industries. The current report was aimed at applying management research principles to address post pandemic marketing challenges and strategies in healthcare industry in UAE. The report first conceptualized the management research process and how it could be applied to the current problem and suggested a responsive research process which may result in a potential solution for the problem. During this period, the researcher was looking to highlight the challenges, strategies and actions required to be implemented in the organization.

Conceptualization of the management research process

Management in all business areas and organizations, is a process of planning, decision making, organizing, leading, and directing, motivation and controlling the human resources to achieve the desired goals efficiently and effectively (Mullins, 2016). The systematic process of collating data for the purpose of analysis or in pursuit of seeking solution to a problem is known as research. It assists in understanding the problems related to the field of research and thus finding out possible and feasible solutions (Alkins, 2010). Applying scientific method for seeking the truth about business phenomena, which includes, defining business opportunities and problems, generating, and evaluating ideas, monitoring performance, and understanding the business process (Zikmund, 2010).

Management research is a multifaceted process that seeks to weave together many disciplines to solve broad problems or simply comprehend a phenomenon (Easterby-Smith et al., 2020). It begins with current theoretical models and progresses to the use of field trials to provide responsive solutions to societal challenges, both economically and socially. As such, conceptualizing management research can take various forms depending on the goal of the researcher. First, it may be created with the manager's needs in mind, or it could be formulated differently based on the difficulties that the management is trying to analyze and solve (Easterby-Smith et al., 2020). Management research is essential to the identification of the problem, the conceptualization of the problem, and the creation of research that would produce usable answers to the problem in this study. One of the major characteristics that distinguishes excellent managers from terrible managers is the ability to dissect an issue and then relate the firm's strategic goals to the resources at their disposal.

In today's volatile world, managers in organizations constantly need to be involved in studying and analyzing issues and research activity as they are decision makers at their organization. Research always facilitates effective and successful management. At many governments organizations research drives every aspect of major decision making. Research is so important in certain businesses that management seldom makes major decisions without it. The primary managerial advantage of management research is that it decreases uncertainty by giving knowledge that enhances decision-making. The decision-making process linked with strategy creation and execution consists of four interconnected stages. In essence, this is the process of identifying what evidence has to be gathered in order to test the key hypotheses or answer the questions. (Easterby-Smith et al., 2020). The overall direction of the research has most likely determined which of the many research or design kinds is most suited at this stage. The process of developing these interventions will be documented realistically in this report by employing an intricate structure to show a problem and the various solutions that might be adopted to solve it. Having determined the philosophy underlying the problem addressed within this report, the inductive approach was selected as the most appropriate for its treatment.

The development of specific measurement instruments is an important task in management research. The interview guide or questionnaire for a survey is written, and the method by which the survey will be conducted is described. The precise form and conditions of the observation, as well as the sorts of recording techniques to be utilized, must be decided for an observational research.

When the design and measurement specifications have been decided, a test is required to ensure that they are viable for the intended objectives. At this time, it is almost probable that flaws will be discovered that will necessitate modifications and more testing.

To explore and analyze leadership with reference to marketing challenges, strategy, and organizational governance capabilities to steer change within an organization with particular reference to Healthcare Industry in UAE, various tools like SWOT, TOWS, PESTLE, PORTER'S 5 FORCES, BCG MATRIX, 4P ANALYSIS can be applied. These tools will help to understand and analyze nature and contour of leadership challenges emanating from marketing volatility and changes in strategy dynamics in Healthcare Industry in UAE with focus on understanding of strategic implications for managerial decision making and organizational governance. A literature review entails the identification of secondary research on the issue at hand with a view to defining the problem and explaining the phenomenon under study. The literature review will not only define the problem but also suggest the different ways in which it could be solved.

The conceptualization of management research was included within this report to detail the process that was applied in both identifying the problem and suggesting ways of treating it. It was a combination of the explanation of the process of management research and the research methodology that would be applied in this investigation. The next step involved the actual application of these theories in identifying the subject area covered by drawing from existing research.

Identification of the subject area and the consideration of the leading areas of knowledge

Management research should be focused to ensure specificity and practicality of the interventions being done. Within this report, the main subject areas identified were marketing and strategy management with reference to governance capabilities to steer change within an organization with particular reference to Healthcare Industry in UAE. Before delving into the issues sought to be investigated within this report, it was important to identify the critical areas of knowledge and how to treat the issue at hand.

This study specifically recognized the role that root cause analysis played in identifying alternative causes to outcomes within the healthcare sector. The issue of COVID-19 and the challenges effected the healthcare market, strategies, and consumer behavior. Following its impact on future outcomes both at the individual level and at the national level, Pharma industries and healthcare have thus taken to identifying ways of addressing challenges across different sectors to achieve better outcomes overall.

Houngbo and colleagues (2017) reckoned that the process of instituting good governance had to follow a set path. The process of creating workable steps of achieving the goals set by the leadership of an organization required vast experience in policy development and implementation. The fast-changing nature of the policy development environment required leaders to constantly assess theory and apply them to existing issues. This would form an iterative process where they are able to identify strategies that work and those that do not work. Starting from the selected subject areas there are crucial areas of knowledge that need to be covered to

better conceptualize the scope of marketing and strategy to the steps required to employ management research in organizational leadership. The key areas identified here included the problem identification process, the strategic planning process, and the implementation. Even with management research being the subject area, these aspects will come in handy when assessing the different capabilities of governance involved in instituting change within institutions and making impactful decisions.

According to Eldrig(1970), marketing is a set of actions aimed to generate profit by determining, developing, motivating, and gratifying the requirements and/or desires of a certain sector of the market.

Marketing is defined as “a management process that entails the evaluation of consumer wants and requirements, as well as the performance of all actions connected with the creation, pricing, provision, and promotion of product solutions that fulfill those wants and needs” (Fortenberry JL Jr), p. 288. A closer look at this definition indicates that the discipline is both broad and profound.

The definition specifically states that:

- Marketing is a process, which means it is ongoing and must be controlled and managed actively.
- Emphasizes the Four Ps: Product, Price, Place, and Promotion, which must be tailored to each target demographic.
- This indicates that the emphasis is on the consumer.
- Conveys how products, goods, and services are utilized to meet the demands and requirements of customers, indicating product development and administration, as well as the need for exchange.

Marketing is probably the most important administrative task connected with the goal and achievement of development and prosperity, making expertise in the subject vital for any healthcare institution, especially given the industry's competitive intensity.

Different authorities have different perspectives on strategy. Mintzberg provides a definition of the word's "strategy" and "strategic choice." Strategy is described as "a model or plan that integrates an organization's primary objectives and sequences of action into a cohesive whole (Mintzberg et al., 2003, p.10). "A strategy is "the art of organizing and directing an operation in a war or campaign, or competence in preparing or managing any affair successfully, or a plan or policy devised for a certain goal." Chandler (1962) defines strategy as "the identification of an enterprise's core long-term goals and objectives, as well as the choice of courses of action and the allocation of resources required to carry out the goals." According to Daft (1988), strategy is a plan of action that specifies resource allocation and other actions for dealing with the environment and assisting the business in achieving its objectives. According to Kotler, Armstrong, Saunders, and Wong (1999), marketing strategy is the marketing rationale by which the business unit intends to achieve its marketing objectives. This demonstrates how strategies for target markets and positioning build on the firm's competitive advantages. It should specify the market sectors on which the firm will concentrate its efforts. According to Kotler et

al. (1999), these categories differ in terms of their needs and desires, marketing reactions, and profitability. From a competitive standpoint, the firm should focus its efforts on the market segments it can best serve. It should create a marketing plan for each targeted demographic.

Globalization and liberalization have broken down geographical borders, while technological development has shrunk the planet. This has created enormous commercial possibilities in the form of the entire world becoming one large market, but it has also posed threats and challenges to current market share due to COVID-19. This shift in the marketing environment demands a rethinking of the marketing function and strategy as a whole. Product, pricing, promotion, and place have traditionally considered the four cornerstones of marketing strategy. However, as time has passed, they have taken on new dimensions. Modern marketing difficulties, on the other hand, are the same old marketing challenges. As a result, the marketing mix must be properly controlled. It implies that the items must be relevant to the demands of the customers, have a reasonable price, and be delivered on time and in the correct place.

3.1 Problem identification and development of solutions

There is vast research that has been undertaken in a bid to explain the problem identification process within governance roles. The rationale behind problem identification is basically creating a link between knowledge and governance to help in the process of developing strategy. Fazekas and Burns (2012) noted that to effectively deconstruct this link, one needed to explore the various schools of thought when it comes to academic and policy thinking that allowed the assessment of different aspects of the relationship separately. Developing solutions for a problem cannot be achieved without first understanding the nature of the problem and the extent of its effects within the organization, or in this case, the larger market. In an earlier study, Smith (1989) noted that regardless of its significance in establishing the collection of issues, it was not well understood. Among the different factors that had to be understood to properly identify problems within a given context were individual cognitive processes, motivations and organizational roles and procedures. Without defining the scope of the study, it extends to other sectors of governance like human resource management and deployment of resources. This report will only cover these aspects marginally with the stronger emphasis put on the governance process cutting across research and strategy.

SWOT and TOWS analysis helps organizations understand their markets and environments by contrasting their strengths and weaknesses with the market's opportunities and threats, as well as the relationship between them. TOWS matrix allows for the development of plans based on logical pairings of internal strengths and weaknesses with external opportunities and threats. PESTLE analysis, on the other hand, evaluates macroeconomic influences that affect all markets, such as political and economic variables, social trends, and laws. Analyses are performed to determine which strategic business units to invest in, which to sell off, and which to close down. Aids a firm in allocating available resources through effective business management.

Porter's five forces determine the structure of an industry and affect the type of competitive engagement within that sector.

According to Smith (1989), it was best for managers to understand that problem finding was just as good as understanding the problem and getting evidence of its effects. It is only following this process that responsive solutions could be developed to address the issues at hand.

3.2 Strategic planning in governance

Strategic planning is a critical component of leadership and government. The impact of strategic planning within an organization is long lasting and can have a major impact on the future of the organization or institution. Strategic planning is the primary responsibility of the leadership because it practically involves control, directing and delegation among other key roles of management (Phillips & Moutinho, 2018). The process of strategic planning is dependent on input from within and without the institution hence the need to understand the various aspects surrounding their roles. There is thus an indelible link between this aspect and the problem identification process. Strategic planning comes with the complexity of assessing the operational environment to see the challenges that might arise in the future (Phillips & Moutinho, 2018). The complexity is in the inability to effectively predict the future and this why proper planning is required all through the process.

The connection between strategic planning and problem identification could be explained using the strategic planning cycle. This framework details the step-by-step process that informs the strategic planning process. The first step involves gathering information about the key issues to be addressed in the governance process. Information gathering is the same as data collection which can provide information on different key aspects of issues leaders have to address. It is through information gathering that problems would be identified, key resources available assessed and these considered in developing a solution (strategic plan) to address these issues. After gathering information, goals are set (or objectives to be met), then plans are made to allocate resources that are responsive to the issue at hand. A key property of strategic planning is that it is a living process and is continuous in as far as managerial responsibilities are considered (Phillips & Moutinho, 2018). The current report provides an in-depth analysis of the entire process to enhance its understanding and potential for application within an actual organization. It will attempt to show the thinking process behind the issue presented and give a glimpse of the next steps which would be implementation of the intervention plan for the issue. After allocation of resources, the next process would be to implement the plan developed by the managerial team.

3.3 Implementation

The implementation process cannot be achieved without deploying the existing resources which could include both financial resources and human resources. Scott and Caress (2004) observed a shifting model of leadership that required staff to be actively engaged in decision making, an activity that would immensely boost their engagement once plans of action were developed. For this report, issues of HR and deployment of resources were expected to be covered marginally due to their involvement in the governance process. It is within the implementation process that the concept of shared governance comes up. This involves ownership at different levels of the organization to ensure that there is an overarching sense of accountability both at the leadership level and at the lower levels. According to Scott and Caress

(2004), the process of shared governance necessitates good leadership, the adoption of a strong (evidence-based) framework, a multidisciplinary approach, and a thorough evaluation of the institution's structure and culture. All these considerations show to what extent governance is complex and requires an elaborate information gathering process (or research) depending on the goals to be met. As above stated, this process is meant to be fluid and involves constant evaluation and reassessment based on new issues emerging given the currently ever-changing environment (Scott & Caress, 2005).

For this case, the problem was identified from the larger environment that covers issues of marketing and strategy importance. The issue presented was intricately connected to the marketing strategy that require evidence-based decisions that end up informing responsive policies within the national framework. The next segment properly elaborates the problem.

Identification of the organizational problems

The problem that emerged from the identification of this case was how to adapt marketing and strategies in healthcare industry in UAE with the significant changes resulted from recent pandemic.

During the worldwide coronavirus pandemic (COVID-19) to limit the spread of the infectious disease, direct person-to-person interaction becomes less common, the purchasing habits of customers shifted to online. The pandemic has aided in the acceleration of the development of digital infrastructure in a variety of businesses. The COVID-19 pandemic is predicted to have long-term consequences for established business practices in the post-pandemic period. Thus, control of a company's internal environment and ability to adapt to changes in its external environment are critical to its success. Hall & Vre- denburg (2003).

SWOT analysis is a favored technique for planning and assessing strategic activities because it encourages focusing on strengths, minimizing weaknesses, and overcoming threats by taking use of all available chances. By examining the bargaining power of suppliers and consumers on one side and the danger of new entrants and substitutes on the other, Porter's five forces framework helps strategists better comprehend competitive dynamics. This enables organizations to comprehend the main market factors that create their industry structure, determine the most favorable position, and adjust their value creation plan appropriately. While there have been discussions over the years about whether a new force, such as government regulation, should be introduced or if it can better account for sustainability, the fundamental structure has shown to be extremely durable.

However, while Porter's five forces remain useful and relevant in today's COVID environment, it is necessary to supplement this framework of analysis with an awareness of the specific macroeconomic factors driving corporate strategy during the current crisis. Five new forces shaping strategy that must be addressed alongside Porter's five forces during COVID were identified. Each of these must be meticulously recorded, evaluated, and included into the strategy creation process. These new factors include the virus's development, efforts toward containment, the government's response, public attitude, and corporate activities.

For three major reasons, the new five factors are a vital consideration for strategic analysis and decision making throughout the crisis.

First, the important strategic concerns at the time are how long the crisis will persist and how great the impact (both good and negative) will be, rather than how to obtain a competitive edge. As a result, strategic decision-making needs a framework that may aid in dispelling this fog by identifying and disaggregating the primary sources of uncertainty. Such a foundation is provided by the new five forces.

Second, while Porter's five forces are well-suited to assisting in the understanding of competitive forces in an industry, they fail to account for how strategy should adjust to unexpected and severe demand shocks that have occurred during the present crisis, upending existing market dynamics. As a result, predicting and responding to these types of highly disruptive events that exist outside of Porter's framework must be at the core of current and future company strategy.

Third, when the present COVID issue passes, the market is unlikely to resume where it left off. The virus will cause long-term changes in the behavior of the government, companies, and consumers. As a result, businesses must begin monitoring these developments now in order to construct a clearer picture of the future business landscape.

The development of the virus itself is the first of the new five forces to be monitored. As we have seen in recent weeks throughout the world, any increase in instances may quickly lead to increased restrictions, with repercussions for both supply and demand. On the other hand, the perception that the infection is under control might inspire people to return to work and customers to return to the marketplace. As a result, companies must constantly monitor COVID development at a granular level.

During the crisis, the second force to monitor is progress toward COVID containment, which includes the development of viable vaccinations and treatments, as well as community-level immunity. To begin with, a successful vaccine might immunize a substantial portion of the population against the virus, giving them the confidence to resume regular life and allowing governments to ease social distancing restrictions.

How governments respond is the third of the new forces to consider when establishing company strategy during COVID. The government's reaction comprises two components: one for the healthcare issue and one for the economic catastrophe. Governments have been forced to enforce lockdowns and social isolation as a result of the healthcare crisis, which has had a significant influence on both supply and demand. Meanwhile, in response to the escalating economic crisis, a number of actions have been implemented to support financial market stability, company liquidity, and family income levels.

The fourth force that firms must constantly monitor throughout the crisis is public sentiment. Consumer confidence is a major driver of economic recovery, and it will be influenced by the course of the virus and scientific advancements on the one hand, and corporate and government actions on the other. Consumers are anticipated to resume certain pre-pandemic

activities if the perceived risk of the virus decreases. As a result, monitoring public perception of both the virus and the economy is critical.

The activities done by firms in reaction to the crisis are the fifth and final force determining strategy during COVID. As businesses expect or witness real increases in demand, business confidence rises, and firms expand output, increase inventory, and recruit more people. This will have repercussions across the supply chain. As a result, important indicators such as the Purchasing Managers Index (PMI) are a useful tool for tracking mood in both the manufacturing and service sectors, as it reveals whether firms predict an increase in orders in the following month. The economic condition in a nation or across the world has an influence on brand promotion.

According to PESTLE Analysis, businesses must consider the economics of their target market when designing a marketing plan to guarantee they are prepared for the consequences of an economic downturn.

1. Supply and Demand Influence the market. When demand is strong, the price of a product might likewise be high, enhancing a company's profitability. When demand is low, prices fall as well.
2. Consumer Confidence Influences Purchasing Behavior. When consumers are confident in their country's economy and their personal financial condition, they are more inclined to make purchases.
3. Demand is driven by employment and wages. When most consumers have a consistent income and anticipate having a stable income in the future, they are more likely to drive up demand with their purchasing power.

During the research, the Boston Consulting Group's product portfolio matrix (BCG matrix) is used to assist with long-term strategic planning, to assist a firm in considering growth prospects by examining its product portfolio to decide where to invest, discontinue, or develop goods. It is also referred to as the Growth or Share Matrix, split into four quadrants: Star, Question mark, cash cow and Dog.

Conceptualization of the research question to address the problem

The conceptualization of a research question goes beyond the identification of a problem to include the ways in which the problem will be addressed within the research. The issue under investigation is the impact of COVID-19 on the marketing and strategies of the UAE healthcare industry, as well as how this pandemic was characterized by demand and supply shocks, resulting in limitations on trade, product and service transactions, and capital flow mobility.

The healthcare system in the United Arab Emirates (UAE) has also advanced significantly over the previous 30 years, progressing from a very basic, insufficient state to the current position, when health results are on par with, if not better than, those in industrialized nations.

The increase in health expenditure has also been significant in the previous ten years, making it the largest in the Middle East area. However, comprehending the UAE population of 9.9 million people and the unique demographic structure in which 90 percent are expats and the

remaining 10% are locals, due to pandemic effect, many of expats left the country which leads to lesser consumers and investors.

One of the problems confronting the UAE's healthcare industry is a temporary restriction on imports from India, the world's largest supplier of generic pharmaceuticals, and China, which has an influence on formulations in GCC laboratories because the majority of drugs manufactured acquire their base components from China.

Furthermore, the lockdown measures have resulted in a demand shock as a result of limitations on travel, commerce, and so on. From an economic standpoint, the global economy has become uneasy and unpredictable. The major economic impact of the COVID-19 health crisis has been a demand shock. In the near term, the containment effects impacted household trust, resulting in a decrease in consumption of non-essential items. The first industries to be hit were exports, tourism, restaurants, and entertainment places. These conditions also have the direct consequence of decreasing investments as a result of a drop in consumer and investor sentiment caused by high levels of uncertainty. As a result, trade, product and service transactions, and money movements will face significant limitations, resulting in a supply shock that might have a significant influence on the currency market. (Saunders and Cornett, 2011). Having determined what was at stake as regards to the current problem, the researcher would be required to identify the institutions that would be most impacted by the initiative and structure the interventions to revamp their structures. This warrants the coverage of the issue itself (barriers, risks, and enablers), and its fit, both in terms of the needs of the aforementioned institutions but also the strategies these institutions will be looking to apply to effectively address the problem at hand. This study reveals a plethora of possibilities as well as formidable problems for healthcare institutions, policy makers, and consumers following the impact of COVID-19. The advantage of such an elaborate conceptualization of the issue will be in enhancing the understanding of the motivations behind the formulation of the policy presented within the current report.

The form of conceptualization adopted for this management research was data driven and would entail the assessment of different sources to determine how useful they will be to the research itself. The three main sources of knowledge that were to be used in the undertaking of the inquiry were journal articles, research books and research reports. Journal articles and research books would be used predominantly in developing relevant theory to be applied in the research. Research reports or policy papers would be used to explain the current situation on the ground to determine the most responsive ways of addressing the issue at hand. Overall, going through relevant research articles helps a researcher better understand the best ways to treat the topic at hand and develop research that will effectively cover it. It is this process that eventually defines the interventions applied to remedy the situation. The proper understanding and definition of the problem will make it more manageable to develop solutions that are both specific and long lasting from a policy standpoint.

Effectively conceptualizing a research question does not stop at deconstructing the issue. It goes further and identifies the best methods of researching it. A researcher could either apply a literature search or implement a primary data collection exercise to get meaningful information on the issue at hand. The current issue being investigated in this research could be addressed

through review of different forms of literature because of the existence of relevant data on the state of marketing and strategy challenges post pandemic.

Different stages considered in the research process

The research process is a series of scientific processes that must be followed in order to do research. Each step is linked to the ones before. The process begins with the research problem, then it proceeds sequentially to the next steps. In other words, the research process is made up of a set of activities or stages that must be taken in order to conduct research properly, as well as the intended sequencing of these steps. Understanding a better grasp of the research process will aid in identifying similarities and differences within areas, as well as differences in the goal and methodologies to investigations. It will assist one in comprehending the implications of departing from a systematic approach to research, as well as the associated repercussions of poor and ineffectual research.

According to Rummel and Ballaine's (1963) suggested model, there are six phases involved in the research process. These include determining the area of study, selecting a subject, developing a research strategy, gathering, and evaluating data, and eventually writing up the study. These steps are divided into three stages: planning, research, and presentation.

Coming up with a robust research process requires an individual to follow a step-by-step process that builds up on the research problem and the best ways of addressing it. Developing a research process takes seven elaborate steps that start with objectivity and the desire to collect a magnitude of meaningful data to effectively conclude the research. The goal is to document the research in a way that it could be recreated by another individual to achieve the same results. The data should thus be credible in order to produce valid results.

The research process starts with the active identification of the problem to be covered within the research. The first step was to identify a pertinent issue that affected society at different levels. After identifying the research problem, the researcher will be tasked with undertaking a preliminary literature review to understand the various dimensions of the problem at hand. Review of literature also allows the researcher to go through the studies that were undertaken in the past to identify research gaps and avoid instances where they replicate a research that had been previously undertaken. A literature review details the methods used in the studies, the findings and the conclusions that were made. The study on post pandemic marketing challenge and strategies in healthcare industry in UAE would thus determine production and logistic disruption, marketing investment and change of consumer behavior due to uncertainty of future and focuses on the Four Ps: Product, Price, Place, and Promotion, which must be tailored to each target audience This broadens the researcher's awareness of the problem at hand, allowing to discover possible topics of investigation.

Following the process of reviewing the literature, there will be an outline of the research questions to be answered in undertaking the research, a process also referred to as problem clarification. Clarifying the problem means narrowing down to a specific area of inquiry or suggesting a potential solution to the problem. In this case, having understood the pandemic and how it affects the healthcare strategic marketing, the researcher can take to developing a framework through which the problem could be addressed.

The nature of the research questions and the phenomenon under the research would then be applied to determine the best research methodology for the task. Once the methodology has been determined, the researcher will have to come up with an instrumentation plan which is basically a data collection plan and outlines the steps to be taken from the formulation of research focus to the actual data collection and analysis. It also specifies the individuals that will be tasked with collecting the data to ensure organization during the entire process. It is at this point that the data would be collected from the sources stipulated in the methodology. Immediately after collecting data, it will be analyzed to come up with meaningful conclusions that answer the aforementioned research questions. These are the key stages that will have to be considered in the research process to come up with meaningful solutions to the problem under investigation.

Ethical issues and how the research was designed to address them

The fact that this investigation was undertaken using a literature review brought forth a range of ethical concerns that have to be addressed throughout the research (Suri, 2020). While ethical issues in this kind of research are rarely discussed explicitly, they heavily influence the credibility of the information included within the final report. Ethical considerations were treated with great care because the report was expected to impact strategic marketing in healthcare industry. This meant that the process of data collection had to be carefully considered to ensure that it is correct and verifiable. As such, the first consideration was made citing the need for proper identification of research to be included within the report. Reputable research journals and peer reviewed articles are associated with more credible information (Suri, 2020). As such, the secondary sources that were selected to be included in the research were carefully researched from reputable databases depending on the various disciplines that played a role in the completion of the research. The various sources of information range from peer reviewed articles, books, and report articles. Peer reviewed articles are less likely to be biased because of their academic nature and their adherence to strict ethical codes. Books, in some instances, might be biased and provide information that is skewed towards an individual's interpretation. Report articles from reputable research firms can be utilized to fully assess the scope of the problem and potential solutions. Given the unique perspectives that these sources could bring, they have to be carefully considered taking care to meet all the ethical requirements.

According to COPE, "Good research should be well adjusted, well-planned, adequately conceived, and ethically approved."

The primary ethical problems in doing research are:

- a) Informed consent
- b) Beneficence- Do not harm
- c) Respect for anonymity and confidentiality
- d) Respect for privacy.

A collection of principles meant to control the research process within academic institutions is known as research ethics. The same ethics are carried on when it comes to addressing challenges in management through problem seeking in research. Research ethics go

beyond the treatment of subjects to cover the code of conduct of both researchers and managers seeking solutions to set problems. Some of these provisions include publishing findings in a transparent way, following due process while collecting data and not falsifying work. The benefits of undertaking research ethically are far reaching and include the proper conceptualization of the problem and addressing the research problem. Conducting ethical research would also invite collaboration from peer researchers that share values of important social and moral values. This ends up creating a sense of continuity within the research process and creation of meaningful relationships to support future research efforts. Another need for ethical consideration is the need to hold researchers accountable to the data they collect and the analysis they perform. It is impossible for managers to undertake every step of the research process and they might be required to consult third parties for the same. Being ethical in the process of selecting the firms to undertake the research ensures that the most qualified individual takes up the work to increase the chances of collecting credible data that will end up properly addressing the problem at hand.

The second way the study was designed to deal with the ethical issues that could have arisen was to properly cite the various sources that were consulted during the research. The research industry emphasizes the need to minimize plagiarism and acknowledge the research efforts of peer researchers. This was undertaken with the goal of both curbing plagiarism and providing references that could be further assessed to learn more about the issue that was studied. The research was undertaken while including in text citations for the articles assessed and including endnotes to show the sources of information. The research also included knowledge from management research sources that further explained the thinking behind the research and hence the different ways in which the knowledge outlined would be applied to solve the problem identified. This was a crucial part of the research methods identified within the management research conceptualization process. It is important to note that this role will have to be performed by the entity undertaking the research. Everything is however linked since choosing an ethical third party to undertake the research process will inadvertently result in the said party undertaking the research in a proper manner.

One of the most significant aspects as regards to the ethical considerations when undertaking management research is objectivity. This entails the avoidance of any form of bias when undertaking the project. Objectivity should be maintained on the different levels of the research process, starting with the research design, the data analysis, data interpretations and peer review. In the managerial field, favoritism should be avoided completely and that people that might be related to the researcher are excluded from the research. This consideration would especially be important given the pertinent issues of racism and exclusion of minority groups. In public service, the policies formulated following the identification of the problem should be aimed at addressing the needs of everybody without any bias towards a specific group. This was seen to be one of the most serious issues that, if shunned, could significantly affect the implementation process and the perception of the credibility of the project within the entire population. Overall, sticking to the ethical considerations entails focusing on the objectives set by the institution and the responsibility they have towards the stakeholders that depend on the leadership for beneficial outcomes in the long term.

This inquiry would have to create clear objectives to be met at the end of the research and outline the various tenets of ethics to be met all through the process. Whether the roles of management research are to be outsourced to a third-party entity or whether they are undertaken in house, the outcomes of the process will be termed more credible if there is mutual respect and fairness all through. Ethical considerations go deeper into the research process and the treatment of the data collected in the long run. Research entrenched in ethics will also eliminate instances of misconduct, financial misappropriation, and conflict of interest. The benefits end up being felt among all existing stakeholders to the satisfaction of all parties.

Conclusion

The current report elaborately covers the key aspects of marketing challenges and strategies in healthcare industry in UAE during pandemic. As a result of this challenge, the following effect will be monitored. Short-term COVID-19 effects on the healthcare industry include demand shifts, supply shortages, panic purchasing and stockpiling, regulatory adjustments, and a shift in communication and marketing to distant contacts via technology and R&D process modifications. Long-term effects of COVID-19 on the health and pharmaceutical markets include approval delays, a shift toward self-sufficiency in the pharmaceutical supply chain, a slowing of industry growth, and probable changes in consumer trends. The report then delves into the institutional shortfalls that have intensified these problems and suggests an effective way of addressing them. The project is developed by marrying the underlying needs to the strategies required to make a significant impact on the issue. The report captures the multi-faceted nature of management research and how practitioners have to organize different parts to ensure that suggested projects are adopted and properly implemented.

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