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CONTENTS AND INFLUENCE OF ACADEMIC MANAGEMENT JOURNALS

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Abstract

This paper discusses one of the channels of dissemination of administrative ideas: academic publications. After a thorough summary of the literature available, we focus on three issues.

First, we elaborate on the impact of USA-based academic publications on European academia. We provide a large amount of data and discussion on the circulation of American academic publications throughout leading European business schools.

Second, we examine the composition of the editorial boards of journals that have an impact in Europe and assess them from the viewpoint of the regional and institutional affiliation of the "gatekeepers". Also, we offer a closer look at the editorial policies of the outlets.

Third, we try to position these journals among other channels of dissemination of ideas in Europe, such as the popular press, consulting firms, and managers.

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1. Introduction (1)

The production, diffusion, and reception of management knowledge is a subject currently exercising scholarly minds. Different carriers are considered, depending on the type of knowledge transmitted. The channels through which management ideas are propagated include business schools, consulting companies, book publishers, the popular press, and academic journals.

This paper focuses on the peculiarities and influence of one of these channels – academic journals. Engwall (1997) offers a good overview of the processes and timing in the founding of academic business outlets as part of the overall development of academic business studies. He traces the beginning of these activities back to the turn of the century, and describes their expansion in the post-war period. As he shows, most of the journals in the management field, on both sides of the Atlantic, were launched in the half-century following the end of the Second World War (Engwall, 1997: 92). New journals continue to be founded, and Engwall suggests that one reason for this may be the rejection of particular groups of researchers by insiders in established outlets. Determined to air their views but left outside by editorial gatekeepers, these groups decide to start their own journals. We thus find not only a proliferation of outlets but also a continuous process of specialization and differentiation within scientific fields.

Another issue in Engwall's historical account is that the very existence of established journals has an impact on new entrants, as they cannot afford to differ too much from the front runner if they want their publications to be considered "real" journals. However, this is not to be taken for granted and depends very much on the journals we are comparing. Danell *et al*. (1997) compare a "first mover" *(Administrative Science Quarterly)* and a "follower" *(Organization Studies)*. They demonstrate that the new journal gradually has built its own identity by differing from the older outlet in terms of the country of origin of the authors and documents cited. The scientific journal market, they conclude, may not mirror the copycat behaviour found in other fields of publishing.

This paper aims to achieve familiarity with the role that academic management journals play in Europe in disseminating the management knowledge produced by academia.

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That knowledge (in a "first best world", as economists would say) is intended to be translated into business practice. However, as Kilmann *et al*. (1994) point out, there is disenchantment with the impact academic journals have on management practice. These authors go even further and claim that managers are unlikely to read even the most prestigious journals, never mind put the journals' ideas into practice. So, the bitter (and rather pessimistic) conclusion is that "academics are just writing to one another to maintain their own existence" (Kilmann *et al*., 1994: 69). Behind all this lies the never-ending story of the trade-off between scientific rigour (using sound methodology and logic to build confidence in the study's findings) and relevance (the usefulness of the findings for practitioners' decisions and actions). There are in academia those who demand higher scientific standards as a condition for publication, and there are those who claim that the scientific validity criterion has been overemphasised to the detriment of relevance. How –they ask– can managers be expected to make use of scientifically based knowledge if it is not conceived and communicated in a form that addresses managers' problems and settings?

In a similar vein, Nohria and Eccles (1997) question the utility managers get from the fruits of formal research conducted by business school professors, and come up with the "unfortunate answer" that it seems to be hardly useful at all. Formal research is about the production of codified knowledge about the world in which managers act, and is typically judged by criteria such as statistical significance, replicability, and predictive power. Therefore, it is a long way from having any impact on the day-to-day activities of managers.

In an effort to question this pessimism regarding the utility (or rather futility) of academic research, this paper focuses on academic journals as vehicles for the dissemination in Europe of academically produced knowledge. *First*, we discuss the aim and justify the analytical framework of the paper. *Second*, we comment on the types of journals that may have some impact on European management practices in terms of geographical location and institutional affiliation, the audiences these outlets target, and the "translating" interface they use to help managers to grasp academic findings. In this section we also outline the possible roles an academic journal can play, which centre not only on the dissemination of knowledge but also on other more symbolic and reputation-related facets. *Third*, the core of this paper is the discussion of the great divide (Europe versus North America), with a view to establishing possible inflows and outflows of influence, as well as patterns of divergence and convergence.

In the Appendices, outside the main text of the report, we deal with two important issues. First, we highlight the contextually bounded character of the 20 journals selected for our study by presenting their editorial policies and areas of coverage. Second, we discuss the need for periodical assessment of journals' influence, and the tools available for this purpose, along with their strengths and weaknesses.

2. Aim and analytical framework of the paper

As already mentioned, in this paper we seek to achieve familiarity with the way one particular type of carrier of management knowledge –academic journals– influences the creation of *European management practices*. An academic journal, as defined by Kilmann *et al*. (1994), is "a scholarly report of theories and/or research findings". Or, according to Star and Griesemer, quoted in Stewart (1995), these outlets are "'repository' forms of 'boundary objects'", "ordered 'piles' of objects, which are indexed in a standardized fashion". Historically speaking, Engwall (1997) justifies the creation of academic journals as a sub-process in the development of academic business studies. Before proceeding to the purpose and framework of this paper, however, we shall situate it in the overall picture of knowledge carriers.

As Alvarez (1998) reminds us, the processes of diffusion, consumption, and institutionalization of management knowledge are very complex and intertwined. Quoting Berger, Berger, and Kellner (1974), Alvarez distinguishes between primary and secondary social diffusers of knowledge, attaching to the second group the diversity of transmitting agencies. Interweaving in this line of reasoning the arguments of Boudon, he identifies professional groups, the academic community, and intellectuals, as the main secondary carriers of management knowledge.

Our purpose here is to identify and assess the peculiarities of academic journals as a means for the diffusion of management knowledge in Europe. We are interested in gaining a deeper insight into other roles performed by these outlets, and into their "within-species" diversity. Therefore, we must make it clear that this is a descriptive paper and not a normative one that says how things should be or makes distinctions between journals on the basis of their quality or impact. All the same, a variety of techniques for making such an assessment will be offered.

Deciding which of the journals sold in Europe we should "invite" to join the study and which we should leave out was both a difficult and an important task for obtaining a representative picture of the situation. There is always the danger of omitting venues that many academics consider acceptable and influential. We have tried to ensure coverage of both US- and European-based outlets, as well as of both strictly research-oriented and more managerial ones. To help the reader understand our choice, we shall go through the reasons for the inclusion of the 20 journals we shall be talking about.

First, we used a background study by Franke *et al*. (1990) that looks for major shifts in the influence of journals that are identified as significant in business policy and strategic management. Their paper –to follow the genealogical line of our list– was based on an original study by MacMillan and Stern (1987), who relied on the judgements of a panel of accomplished management scholars selected through a recursive procedure. After making a few minor adjustments to this 1987 list, and starting with a healthy dose of scepticism, Franke *et al*. (1990) sought independent confirmation of MacMillan and Stern's original rankings and achieved results that strongly supported them. An additional reason for basing our list on that of MacMillan and Stern is the availability of published criticism of the list that can be used to weight its appropriateness. Thus, we use Stewart's (1995) paper to obtain a more realistic picture of the collection of journals we have chosen to concentrate on.

Second, we dropped two of the journals studied by Franke *et al*. *HRM* was left out because it addresses one particular aspect of management practices relating to the management of human resources, whereas in our selection we have placed the emphasis on "general" journals. And the *Journal of Business Strategy* was dropped because it was not considered to really be an academic outlet. One could argue that, in this sense, *Harvard Business Review* is also a misfit. However, we would rather say that in terms of content and relevance it suits our purpose for it belongs to what we call the "interface" outlets that allow "conversations" between academia and practitioners.

Third, to the remaining journals in the Franke *et al*. list we add several new ones in order to increase the representation of reputable European outlets, and of outlets based on expert opinion that serve as a bridge between research and practice. The *Academy of Management Executive*, which still retains a certain academic "discipline" in its discourse, is selected for its supposed interface role (2). In search of a more balanced representation, our working list is completed with American *(Organization Science)* and European *(British Journal of Management*, *European Management Journal*, and *Business Strategy Review)* outlets that have a presence in Europe and are open to international diversity. *Organization Science* is the youngest of the outlets in our list, having started publication at the time of the Franke *et al*. (1990) study, which is why it was not considered in that study. However, in its almost 10-year history it has positioned itself in the top tier of the academic management outlets and has won wide recognition. Table 1 lists the journals included in the empirical part of this study in alphabetical order.

Table 1: List of journals for the study

Journal/Abbreviation
Academy of Management Executive **(AME)**
Academy of Management Journal **(AMJ)**
Academy of Management Review **(AMR)**
Administrative Science Quarterly **(ASQ)**
British Journal of Management **(BJM)**
Business Strategy Review **(BSR)**
California Management Review **(CMR)**
Decision Sciences Journal **(DSJ)**
European Management Journal **(EMJ)**
Harvard Business Review **(HBR)**
Journal of General Management **(JGM)**
Journal of Management **(JM)**
Journal of Management Studies **(JMS)**
Long Range Planning **(LRP)**
Management Science **(MS)**
Organization Science **(OSc)**
Organization Studies **(OSt)**
Organizational Dynamics **(OD)**
Sloan Management Review **(SMR)**
Strategic Management Journal **(SMJ)**

Fourth, we collected information on the “identity” of each of the chosen journals. This identity is shaped mainly by the journal’s content, editorial board and policy, and

(2) We introduce the term “interface” when discussing the journals’ audiences.

institutional affiliation. Data come from the printed journals themselves, where some general, more or less detailed information on the above issues is available and/or can be inferred (for evaluation of content and other features of the carriers), and from editorials that provide further insights on these topics.

Further, we accessed the 1998 edition of the EBSLG (European Business Schools Librarians' Group) periodicals catalogue, which is put together through the co-operative efforts of librarians from various European business schools in order to exchange experience and professional knowledge (3). It allowed us to trace how many of the schools represented in this network have subscriptions to each of the 20 journals, which have been pioneers in subscribing to particular journals from their first issue, and which have lagged behind in making the decision. This second source of information allows us to identify some patterns in the diffusion of the carriers in various European business schools. All the same, our discussion of the diffusion of the 20 management journals is subject to the limitations of the database. Although the database covers 27 reputable European business schools, it leaves out some important institutions (e.g. London Business School) and countries (e.g. Sweden).

Not surprisingly, this paper also benefits from previous efforts by European and American scholars to tackle these issues. Whenever such data are used, special acknowledgement is given.

3. Threading a way through the academic journals jungle

This section seeks to give a general overview of the idiosyncrasy of journals. First, it focuses on the roles that a journal can play: as a vehicle for the diffusion of knowledge, and but also as a gatekeeper, and other roles related to reputation transmission and promotion decisions. Then, we identify differences between the 20 journals in terms of geographical "location", target audiences, and institutional affiliation. Peculiarities of editorial policy, and the content and form of their discourse are thoroughly discussed in Appendix 2. Finally, we look at the diffusion of the selected journals in a range of European business schools.

3.1. Roles the journals play

We have already referred to the role of journals in the diffusion of knowledge. Our aim in this section is to explore and highlight this role, and also to present other possible roles that can be assigned to journals. To do this we bring together assessments of the functions of journals – as vehicles, arenas, markets, bastions of elitism, or gatekeepers. After presenting a general picture of the issue, our study becomes context-specific and looks at the roles played by journals specifically on the European stage.

On the basis of a study by MacMillan and Stern (1987) and later criticism of this study by Stewart (1995), Meyer and Preston (1995) affirm that there are two main competing views on journals. One view (that of MacMillan and Stern) is that journals are *vehicles for disseminating scientific knowledge*, with blind reviews being used to enforce standards, insure fairness, detect fraud and guard the profession's reputation (Meyer and Preston, 1995: 40). In line with this is the claim that "[i]t can be inferred that those journals most often cited

(3) General information on EBSLG and the schools participating in the initiative can be found in Appendix 1.

contain the ideas which are most closely scrutinized, evaluated, and extended" (Tahai and Meyer, 1999: 280).

Journals can be also portrayed as *workshops for improving the quality of scholarly work* through a review process in which peer scholars seek to find the "jewel" in each article and help the authors to purify and polish it, so that it becomes visible to the audience.

Stewart, adopting an attitude of sweeping criticism, challenges these basic academic assumptions and values, and highlights "some of the foolishness, fictions, and pretensions of academic life". For him, journals are *bastions of elitism* used for building reputations and securing promotion. Stewart considers prestige a poor (or at least unreliable) proxy for quality of scholarship.

So, the first role, that of "vehicle" or "carrier", can have quite different meanings, depending on *what* is diffused. It may be knowledge (to be more precise, we should say ideas, empirical findings, etc.), or it may be reputation and visibility. Journals can be seen as vehicles for increasing one's social capital. People get to know who you are and what your interests are, making you more visible in the academic community.

Building on Baruch's (1999) claim that "[p]ublishing the output of own work is the ultimate aim of all scientists" because it allows "acknowledgement by the scientific community of the value of what that person has done", we can also picture journals as *markets* (Danell *et al*., 1998) or *arenas for scholarly "talk"* in a fairly standardised language. Becker (quoted in Baruch, 1999) affirms that one of the reasons scholars publish is to initiate scholarly dialogue. Editorial standards contain this dialogue within certain boundaries of formality and symbolism shared by the members of the audience.

A widely discussed role of journals, one often classified as bias, is that of *gatekeepers* of a "territory" with scarce space, allowing certain ideas to flourish on their soil while stifling others. In this connection, the power and influence of the editorial board to admit or exclude papers immediately becomes an issue. Baruch (1999) mentions a study by Beyer, Chanove, and Fox on possible bias in the selection process of *AMJ*. Among other things, the authors of this study talk about "particularism" in editorial decisions when papers are judged on grounds other than scientific merit. They also refer to "accumulative advantage" as a way to take account of demographic factors. Such factors may be the gender, geographical location or institutional affiliation of authors, compared with those of the decision-makers on the editorial board. It can also be the particular reviewer's style that determines the fortune of an article submitted for publication.

Stewart (1995) gives a more personal account of the effect of gatekeeping on the content that gets published in journals. He claims that awareness of the existence of gatekeeping can affect the way authors think and their willingness to commit certain implications to paper. He finds that this results in a failure to pursue relevant arguments. Such a conclusion, however, has to be taken with caution unless empirically backed up, because it could also be argued that every author has to adapt his/her arguments to the particular audience he/she is addressing.

The gatekeeping role of journals can also be inferred from the work of Engwall (1997), who attributes the founding of new journals to the narrowness or closedness of existing ones. By not allowing certain ideas to surface, because they are considered incompatible with the boundaries imposed in order to preserve a particular editorial identity, the established titles effectively stimulate the founding of new journals to air opposing views.

Finally, journals may be seen as trendsetters – by determining what gets published, and also by inviting scholars to submit papers on subjects that the editors consider relevant and important. Special issues can also be seen as forums for stimulating research and submissions on topics that have been traditionally underrepresented in the journal (Tsui, 1999b). Tsui informs that the *Academy of Management Journal* launched a total of nine special research forums in the period July 15, 1996, through June 15, 1999, with this purpose.

The trendsetting role is closely related to gatekeeping and faddism. On these last two, Hirsch (1972) claims that the mass media are a strategic checkpoint at which the diffusion of particular fads and fashions is either blocked or facilitated. He offers some insightful comments that may be applied to management journals. Since the population of articles clamouring for attention is much larger than the space available in the vehicles (academic outlets) of knowledge diffusion (i.e. there is a surplus of “raw material”), journals act as filters and serve as *institutional regulators of innovation*.

The idea of mass-media business publications as fashion setters can be further elaborated with the claims of Abrahamson (1996). He posits that in order to sustain their image as fashion setters, the carriers are involved in a race. This race is about sensing emergent collective preferences for new management techniques, developing the appropriate rhetoric to convince audiences of their fashionability, and disseminating this rhetoric before other fashion setters do.

So far, we have been discussing the roles any journal plays to some extent. Yet the exact extent to which a particular journal plays each role (i.e. the weight of each role in the journal’s portfolio) may be very context-specific and may differ in Europe. With regard to knowledge diffusion, academic journals have much the same impact on European and non-European audiences (4). They are carriers of ideas and findings, and are accessible to their audiences through subscription by individuals or libraries and organizations, or through abstracting and indexing in electronic databases. What may differ, however, is the consumption of this knowledge, and the uses to which it is put. Several studies (Üsdiken and Pasadeos, 1995; Collin *et al*. 1996; Engwall, 1997; to mention just a few) elaborate on the peculiarities of the evaluation and reward systems in the US, where scholars’ promotion is tightly coupled with their publication activities in reputable academic outlets. In Europe this is not so much the case. Europeans find it more prestigious to publish books than articles, and climbing up the academic ladder is less a matter of having a sound record of articles in journals.

3.2. Types of journals

While the previous section was centred on the roles that any journal could play, in this section we aim to make distinctions based on a number of criteria. The criteria are: the geographical location of the outlet, the audiences it targets, and its institutional affiliation. We also consider the issue of the possible links between editorial boards as a result of having members who belong to more than one board.

(4) No doubt, it could be argued that the quality of the knowledge diffused, its practical applicability, and the diffusion of the outlet may be different.

3.2.1. Geographical location of the journals

The journals that "weave" the European management fabric are US-based, European, and local outlets. While local outlets are important for practices and careers in particular European countries, they are so many and so diverse that we can only give a general overview. We shall look in greater detail at the major European journals and US-based outlets. *European-based journals* offer plurality of geographical coverage in terms of authorship. But as previous studies have shown, they differ not only in the representation of the international research community but also in content-specific features. Also, they appear rather as followers than as first movers on the academic publishing stage, and this affects their shape and the building of their reputation. The *US-based academic outlets* have global impact and confirmed presence and recognition in Europe, despite statistics showing very limited presence of authors from outside the American-affiliated scientific population.

In terms of local (country- or region-specific) academic journals, one interesting example is *Harvard Deusto Business Review*. It is published in Spanish and constitutes a program for management development that brings together the work of major interest for Spanish managers from *SMR*, *CMR*, and *Stanford Business School Magazine*, and from the main international business schools. This outlet is quite similar in style to *HBR*, giving space not only to articles, but also to interviews and sharing of experience. It can be considered a special type of translating interface that makes academic work and the interventions of practitioners and consultants available to managers who are unable to communicate in English.

3.2.2. Target audiences and translating interface

As already mentioned, we divide the journals' target audience into two main groups: academics (including PhD students) and practitioners (including managers and consultants). Journals may (intend to) address either or both of these groups. But the strongest impact is on academia, with professors, researchers, and PhD students being the main suppliers of material and also the heaviest users of the published product. Consultants may or may not use the academic press, depending on their relationship with academia and their level of consumption of academic knowledge. Some consulting companies, such as Boston Consulting Group, McKinsey, and Andersen Consulting, to mention but a few, take pride in being close to research, while others explicitly distance themselves. Undergraduate or MBA students can be direct consumers of journal articles or may consume them at the suggestion of professors (as handouts in class, for example).

In an attempt to go more deeply into the way management ideas are produced and channelled through academic management outlets, we set out the main relationships among journals and the other carriers of management ideas and practices, and the direction of influence. Figures 1 and 2 below help us not to lose sight of the "big picture" of knowledge diffusion.

Figure 1. Relationship between management knowledge carriers

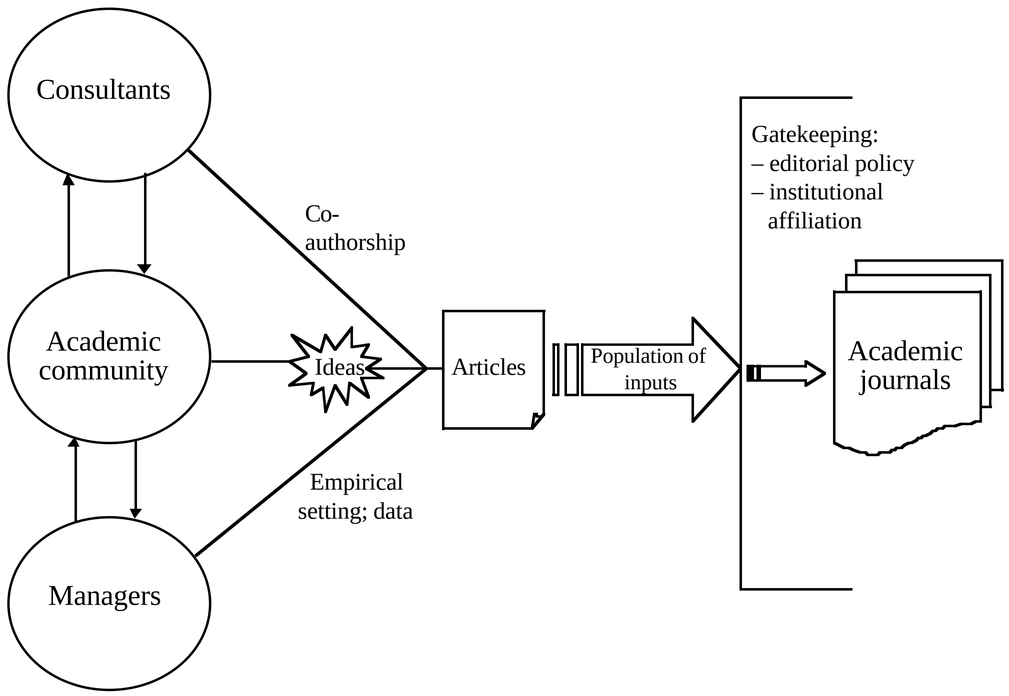
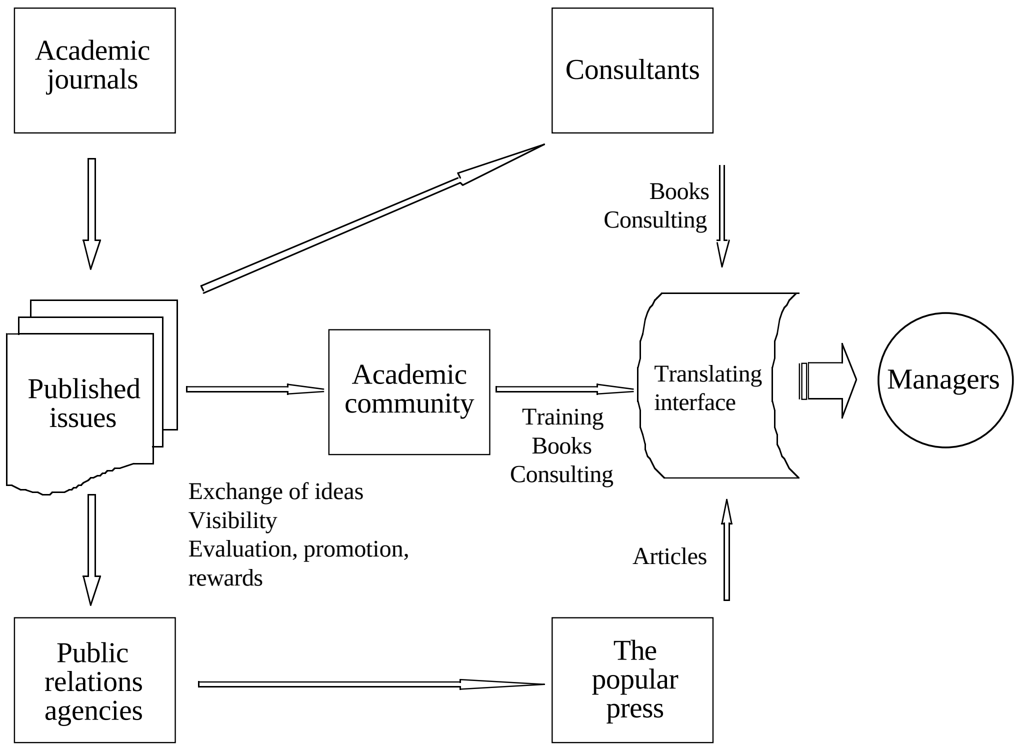


Figure 1 shows the inputs from the other carriers of knowledge, such as the academic community, managers, and consultants, into the academic journal channel. As already mentioned, the most active participant, understandably, is the academic community. Borrowing problems, information, etc. from managers, and in some cases collaborating with consultants, academics offer ideas in the form of articles to be reviewed and, if accepted, diffused by journals.

Figure 2 shows the reverse direction of impact, i.e. the journals' influence on the other carriers. Again the academic community is the one most directly and most heavily involved in this exchange. It uses the articles published in journals to initiate a dialogue that will enrich certain disciplines and generate ideas for further research. It also "consumes" the content of the academic journals for the purpose of evaluating academic performance, deciding on promotions and rewards, increasing academics' social capital through visibility, etc. Consultants also read academic journals, though to a lesser extent and with an emphasis on the most highly reputed outlets. Thus, being direct readers and being in touch with the real problems of practising managers, academics and consultants become part of the translating interface which, together with the popular press (sometimes mediated by public relations agencies), offers the findings of research in academic outlets in an accessible language. Reisenman, quoted in Alvarez and Mazza (1999), affirms that the popular press has occupied the area between academia and end-users. Whether it has been the only "tenant", however, is arguable.

Figure 2. Relationships between management knowledge carriers



As we said earlier, our choice of journals was guided by the wish to include journals that address a wide range of audiences, covering both practitioners and academics. We do not propose to assess the influence the outlets have on these two audiences, since that is a task large enough to deserve a separate study. Rather, we shall concentrate on the journals' intentions as reflected in the claims they make in their editorial policy. To do this, we shall examine the statements the journals make under the heading of editorial policy and in notes to potential contributors. Several journals had no official statement on the issue. In such cases, we can infer affiliations to particular audiences by examining the language, style and content of the outlet. Here, however, we shall focus exclusively on explicit statements regarding a journal's sensitivity to either or both of these two audiences.

There are several journals that claim to bridge the interests of practitioners and academics. They use different words to state their interest in managers as readers of their journal, but the meaning is quite similar. *SMJ* and *EMJ* refer to this group as "practising managers"; *OD* and *ASQ* call them "managers"; and *MS* labels them "practitioners". Four other journals are more descriptive in defining this segment of their target audience. *JM* defines its audience as being composed of people who work in organizational settings in various sectors (industry, health and educational institutions, government). For *LRP* practitioners consist of senior managers in industry, and government administrators. *JGM* claims to target specialist managers, senior managers and administrators, civil servants and others whose decisions affect businesses, while *BSR* leaves it even more open by declaring that its content is relevant to everyone who has an interest in business and public policy.

Three of the 20 journals –*HBR*, *SMR* and *AME*– explicitly identify themselves as primarily aimed at managers. *HBR* describes itself as a bimonthly publication for professional managers that gives guidance in thinking and helps the improvement of management practices. *SMR* targets senior mangers, who are to be provided with the best of theory and practice, and *AME* seeks to provide practising executives with relevant management tools.

Singly concentrated on serving academia (according to their own claims) are *BJM* and *AMR*. *BJM* is aimed at teachers and researchers. And *AMR* is a theory development journal for management and organization scholars.

Related to the issue of target audiences is that of the *interface* that allows the bridging of academic and practitioner interests. In the case of *AME* it is clear that the journal sets out to "translate" academic findings into meaningful managerial issues and instruments, and is thus an interface for the practitioners wing of the Academy of Management as a professional association. Another example is *CMR*, which claims to be "a bridge of communication between those who study management and those who practice it". *HBR* also fits the interface role in that it offers a meeting ground for discussion for academics, practitioners and consultants.

In other cases, however, the interface role is not so obvious and has to be inferred from interviews with, or articles by, journal editors, who explain why and how such translation is done. In this respect, the intervention of Richard T. Mowday (1997), editor of *AMJ* from 1988 to 1990, gives one possible answer.

In his essay "The Journal Editor as Well-Intentioned Steward", dedicated to the 40th anniversary of the *AMJ*, he poses the question of the relevance to management practice of what has been published in the journal. The following quote sheds light on his opinion:

> "Maybe the academic journals deserve to be criticized by the popular press, but not so much for lack of relevance as for the inability to communicate in ways that can be understood by normal, intelligent adults" (Mowday, 1997).

Despite the fact that *AMJ* is not among the journals that explicitly define themselves as manager-oriented, the existence of such an editorial policy may be inferred from Mowday's essay. To situate the reader, he explains that during his editorship academic journals were coming under increased criticism for their lack of relevance. Management practice was moving rapidly ahead of what business school faculty members were researching and teaching. As part of the effort to bring these two worlds closer, Mowday asked authors to discuss the practical implications of their research. This led to articles from *AMJ* being quoted more often in the business press. He even comments on *AMJ's* practice of hiring Hurley and Haimowitz (the Academy's public relations firm) to translate the research published in the Academy's journals into language comprehensible to a layman, and then getting business journalists interested in the work. The result was astonishing –research done by Academy members was discussed in *Business Week, The New York Times, The Wall Street Journal*, and *The Economist*. As Mowday notes, the surprising thing was that the research that was gaining publicity was coming from *AMJ*, and not from *AME*.

3.2.3. Institutional affiliation

Affiliation to a particular professional organization, business school or university may have a certain impact on a journal's editorial policy and content. As Table 2 shows, we have classified the journals in two groups: 1) those that are affiliated to professional associations, and 2) those that are related to business schools.

Of the journals considered in this study, the group affiliated to professional associations consists of outlets such as *AMR*, *AME*, *AMJ*, *JM*, *OSc*, *SMJ*, *MS*, *OSt*, *OD*, *LRP*, and *BJM*. The fact of being connected to an organization with a membership base might shape the issues the journal addresses, and the priorities established for submissions. The conferences these associations organise and the fertilization of ideas that occurs during these forums may provide additional impetus for articles. Therefore, journals affiliated to professional associations may serve as arenas for dialogue between the associations' members. For their readership, they usually rely on the members, who get a subscription to the outlet with their membership.

However, there are cases where the journal explicitly states that the issues it covers may not coincide with the official interests and position of the association it is affiliated with. One such is *Organizational Dynamics*, published by the American Management Association International. The outlet explicitly defines itself as an independent forum for authoritative views, and declares that the opinions expressed by authors, contributors, and advertisers may vary from the official positions of the publishing association.

The set of academic journals that are affiliated to universities or business schools can be further subdivided into two types. One consists of journals that are only formally affiliated to schools, while major policy decisions are taken by editors and through the networks they have. The second type is best illustrated by *CMR*, whose editor and editorial board are "tightly coupled" with the University of California. In the former case, the institutional affiliation may be seen as weak factor in policy and content decisions, while in the latter it is a major determinant of topics of interest and priorities.

The fact that journals backed by professional organizations are sent to members as part of the membership deal allows us to touch on the issue of circulation data. The use of circulation data to assess diffusion will be unreliable precisely because it is impossible to compare outlets that have a large membership base with those that have to attract subscribers without institutional support.

Table 2. Data on selected journals' affiliation (*)

1. Journals affiliated to professional organizations	
Journal	**Institutional affiliation**
AMR, AME, AMJ	The Academy of Management
SMJ	Strategic Management Society
JM	The Southern Management Association
OSt	EGOS (The European Group for Organizational Studies)
OD	American Management Association International
LRP	Strategic Planning Society European Strategic Planning Federation
OSc	Institute for Operations Research and the Management Sciences
MS	Institute for Operations Research and the Management Sciences
BJM	The British Academy of Management
2. Journals affiliated to business schools and universities	
EMJ	EAP: European School of Management – Oxford Ecole Européenne de Affaires – Paris Europäische Wirtschaftshochschule – Berlin Escuela Europea de Administración de Empresas – Madrid University of Glasgow
HBR	Graduate School of Business Administration, Harvard University
JGM	Henley Management College
BSR	London Business School
DSJ	Decision Sciences Institute, College of Business Administration, Georgia State University, Atlanta
ASQ	Cornell University
CMR	University of California, Berkeley Walter A. Haas School of Business
SMR	Sloan Management Review Association, MIT Sloan School of Management

(*) *JMS* is not shown in the Table because it is difficult to classify it in terms of institutional affiliation. It used to be closely associated with the Manchester Business School, as the founding editors were directors of this school and their successors also belonged to the school's faculty. Currently, however, the journal claims to be an international outlet and its editors come from different (though mainly British) business schools.

3.2.4. Scholars who sit on more than one editorial board

In the 20 journals under consideration, we spotted 16 scholars who sit on the editorial board or play an editor's role in more than one outlet. We considered that this phenomenon should be reflected in this report, and its role for the cross-fertilization of practices among journals at least acknowledged. Table 3 shows the journals and the number of "attachments" to other outlets each has through scholars who have editorial responsibilities in several outlets.

Table 3. Journals' "interlocks"

Number of attachments to other outlets in the sample	Journals
1–3	EMJ, AMJ, AME, BJM, LRP, AMR, JGM, ASQ, OD, BSR, OSt, SMR
5–6	OSc, JMS
9	SMJ

Leader in the "interlocking" continuum is *SMJ*, as can be seen from the Table. Through 7 people on its editorial board who at the same time perform similar roles in other outlets, the journal has access to the networks of 9 other academic journals. Two journals –*OSc* and *JMS*– occupy a good "middle" position. Their affiliation to 5-6 other outlets weaves a diversified pattern of access to other networks, and therefore to the resources these networks use. Looking closer at the "European" journals, we see that some of them are attached to other European or to American outlets (between 2-3).

While the direction and strength of influence cannot be ascertained without special inquiry, we can at least speculate on the impact such interlocks might have on editorial policy and content. We see them as potentially a means for "cross-fertilization" among journals in terms of editorial policies and topics to be covered. They can also be seen as a way of gaining acceptance and legitimacy. Bringing respected members of large professional networks into newly launched outlets may appeal to the networks' membership.

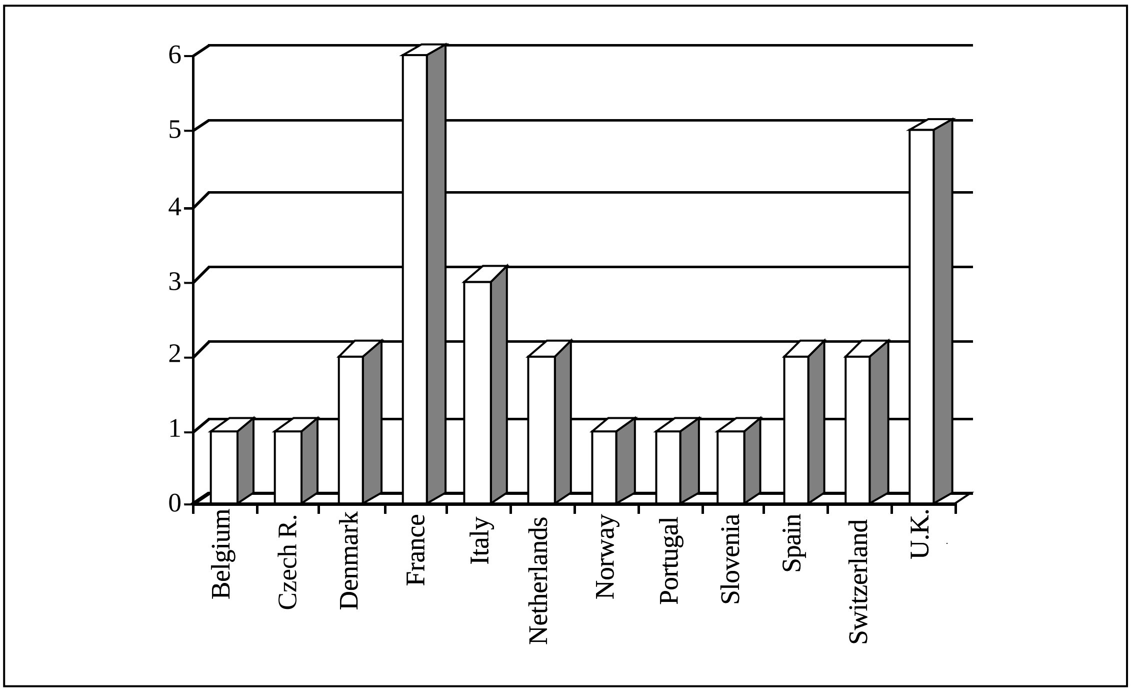
Of course, such interlocks may not be all positive. If a person combines editorial positions with the right to decide on the acceptance or rejection of papers, there may be conflicts of interest that could benefit one journal at the expense of another.

3.3. Diffusion of the selected journals in a range of European business schools

In this section we use data from the 1998 EBSLG catalogue to make observations regarding the diffusion of journals in a set of European business schools. We are aware of the limitations of these corollaries drawn on the basis of a selected pool of outlets (the ones we have chosen to include in our study). Additionally, the European business schools that have collaborated in the catalogue are not selected purposefully, but are taken as they appear in the collaborators' list (see Appendix 1). Thus, as we said earlier, important educational institutions and countries may not be represented.

However, if we go through the list, we find that most of the reputable business schools in Europe are present. France is represented by INSEAD, ESSEC, and HEC, among others; Spain by IESE and ESADE; the UK by Manchester Business School and Warwick Business School; Switzerland by IMD; Italy by Bocconi; Belgium by Université Catholique de Louvain, etc. Figure 3 gives a breakdown of the schools by country of origin. As can be seen, France and the UK have the lead, with 6 and 5 schools, respectively. They are followed by Italy, with 3 schools, and Denmark, the Netherlands, Spain and Switzerland, with 2 schools each. Lastly, there is 1 school each from Belgium, the Czech Republic, Norway, Portugal, and Slovenia.

Figure 3. EBSLG Periodicals Catalogue 1998: Breakdown by country and number of contributing schools



To evaluate the diffusion of the 20 journals in the 27 European educational institutions, we first make an overall assessment of the subscription rates of all the journals, both in absolute numbers and as a percentage. The results are presented in Table 4 below. Next, we distinguish between the most and the least subscribed outlets. Figure 4 shows the journals with the highest number of school subscriptions up to 1998, while Figure 5 shows the journals with fewest subscriptions among the schools listed in the catalogue.

After that, we move on to identify patterns in the diffusion of the outlets, again based on subscription data. We identify "wave-like," "gradual," and "large pioneer base" patterns, which are visualized through diffusion maps of the most subscribed outlets.

Table 4. Subscription rates of the 20 journals in 27 European educational institutions

Journal	Schools with current subscription (absolute numbers)	Schools with current subscription (%)
Academy of Management Executive (**AME**)	15/27	56
Academy of Management Journal (**AMJ**)	22/27	81
Academy of Management Review (**AMR**)	22/27	81
Administrative Science Quarterly (**ASQ**)	23/27	85
British Journal of Management (**BJM**)	13/27	48
Business Strategy Review (**BSR**)	12/27	44
California Management Review (**CMR**)	24/27	89
Decision Sciences Journal (**DSJ**)	16/27	59
European Management Journal (**EMJ**)	21/27	78
Harvard Business Review (**HBR**)	26/27	96
Journal of General Management (**JGM**)	21/27	78
Journal of Management (**JM**)	8/27	30
Journal of Management Studies (**JMS**)	20/27	75
Long Range Planning (**LRP**)	22/27	81
Management Science (**MS**)	21/27	78
Organization Science (**OSc**)	15/27	56
Organization Studies (**OSt**)	22/27	81
Organizational Dynamics (**OD**)	20/27	75
Sloan Management Review (**SMR**)	23/27	85
Strategic Management Journal (**SMJ**)	25/27	93

Most and least subscribed outlets

The journal with the highest subscription rate without a doubt is HBR, which is available in 26 out of 27 European business schools in the catalogue. The reasons for such a massive presence may be the quality of the outlet, or its strong practitioner-orientation, or even its age (77 years of indisputable presence and influence in the field of management). Of the top 9 journals in terms of subscription, only one is European (OSt). Of the top 5, three are more practitioner-oriented (*HBR*, *CMR*, and *SMR*), while other two are arenas for scientific dialogue (*ASQ* and *SMJ*).

The group of the six least subscribed outlets is less conclusive. Two are European, while 4 are American-based journals. Largely, they are very academic, with the sole exception of the more practitioner-inclined *AME*.

However, three of the six journals mentioned in Figure 5 are received by more than 50% of the 27 business schools in the database, which is not a negligible figure. Furthermore, one of the outlets, *OSc*, is very young, less than 10 years old. Its diffusion in 15 schools cannot therefore be compared with the 23 schools that *ASQ* (one of the closest in content and area) has managed to capture in over 4 decades.

Figure 4. Journals with the highest number of school subscriptions in 1998
(*Total number of schools in the EBSLG catalogue = 27)

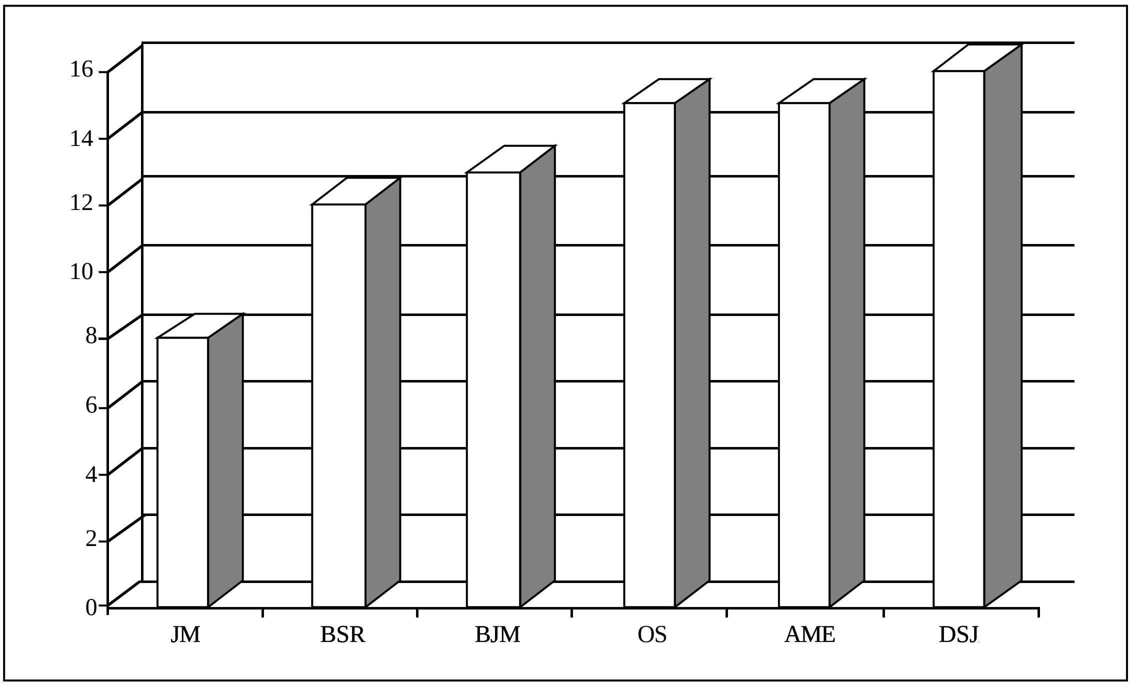
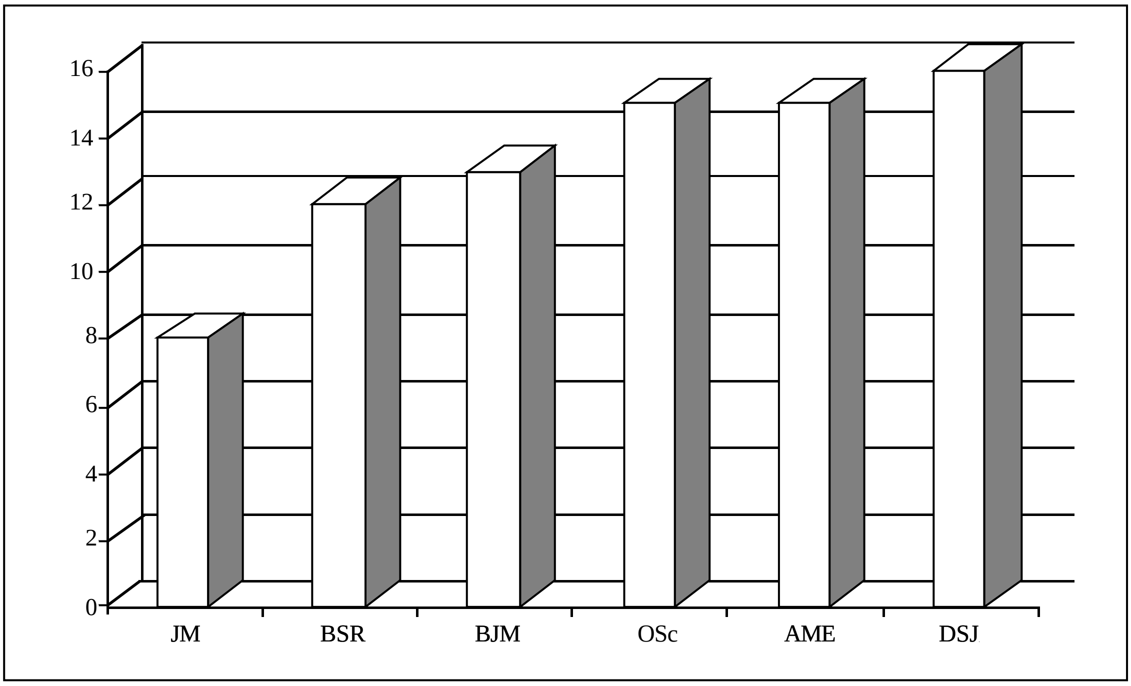


Figure 5. Journals with the lowest number of school subscriptions in 1998
(*Total number of schools in the EBSLG catalogue = 27)



The charts presented below help visualise the time line for subscription of the top 5 journals plus the one European outlet with the highest subscription rate, *OSt*. Three distinct patterns can be identified.

The maps of *HBR* and *ASQ* (Figures 6 and 7) represent a first pattern, which we have called *"wave-like"*. It is worth mentioning that of the 20 outlets considered in this study these two are the ones with the longest presence in the field of management. As can be seen in the charts, there are "waves" of mass subscriptions. When it was first published, 6 schools subscribed to *HBR*. Then for more than 20 years none of the European business schools in our sample decided to subscribe. This "silence" is broken in the late 40s and 50s. A third wave of subscriptions can be seen in the 70s and 80s. A similar pattern can be seen in the case of *ASQ*, though the time line starts in 1956, more than 3 decades later than that of *HBR*. Seven schools subscribed to the outlet from the beginning, with two consecutive waves in the 60s and 70s.

Figure 6. Early adopters and late followers in subscriptions to *HBR*

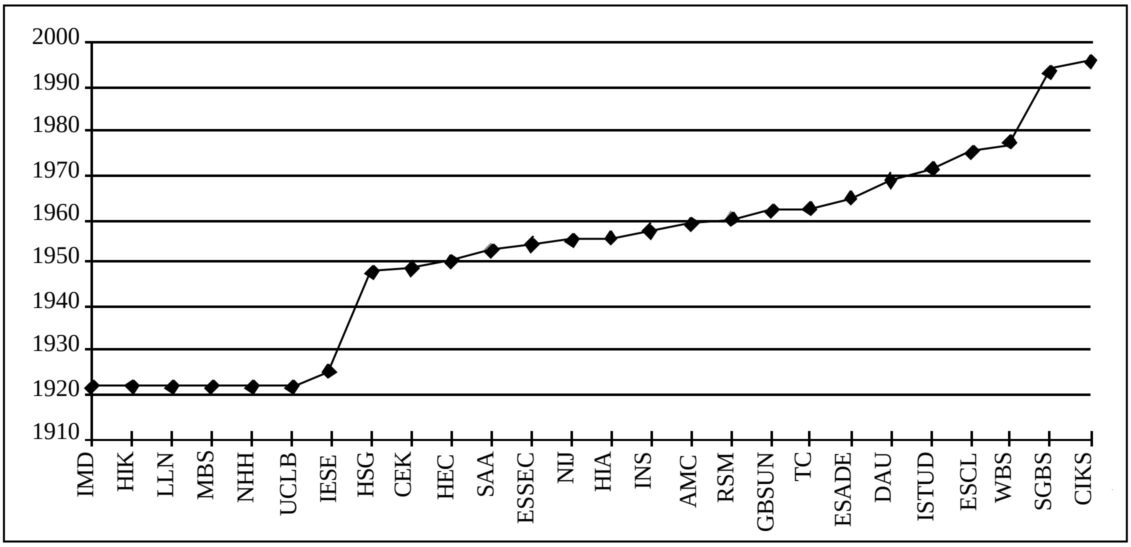
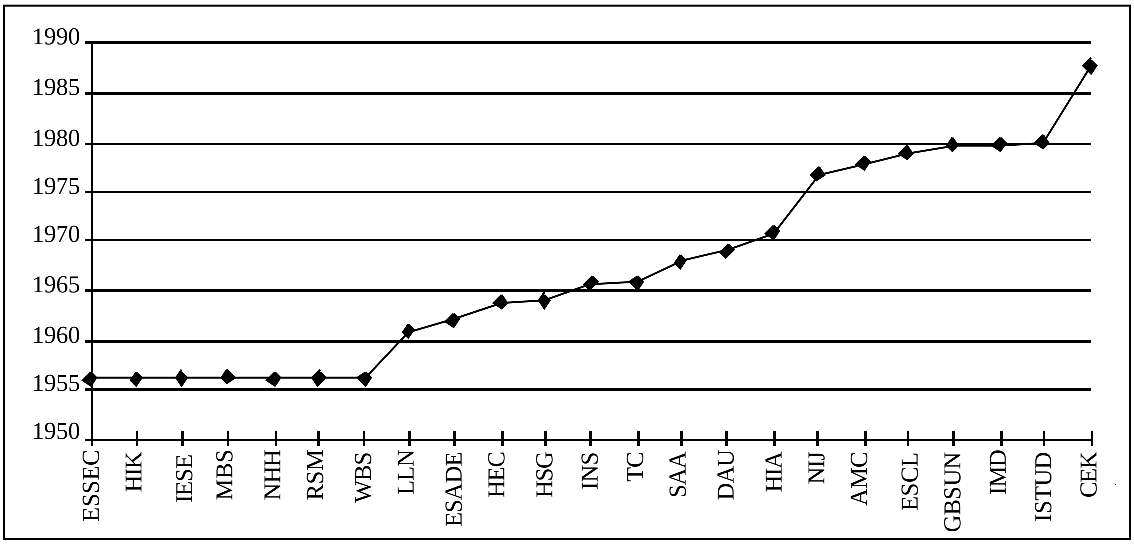
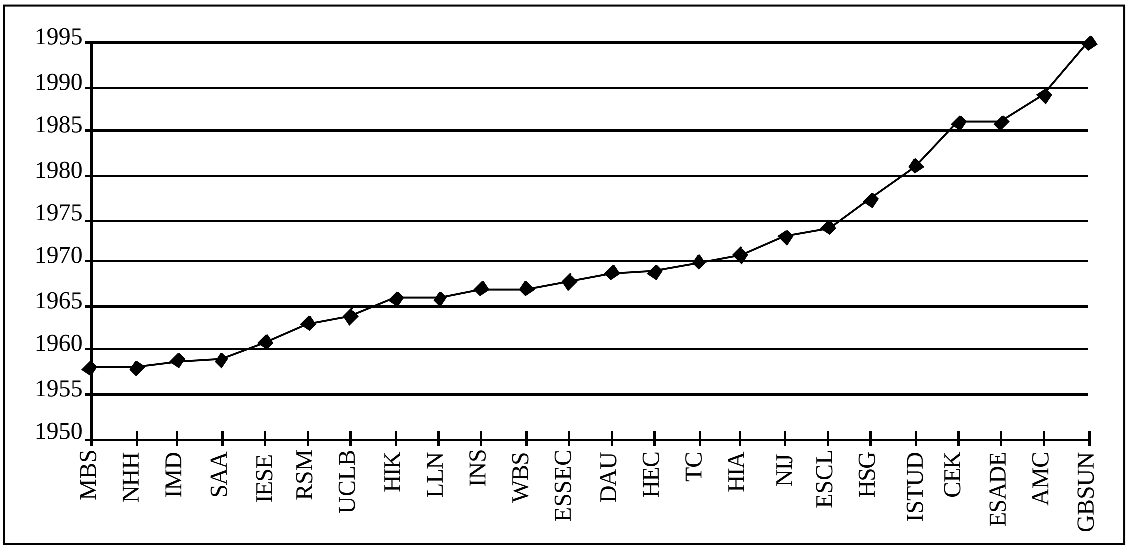


Figure 7. Early adopters and late followers in subscriptions to *ASQ*



The second pattern, which we call *"gradual"*, is exhibited in the time line of *CMR* (Figure 8). The journal started with only two subscribers, then followers keep joining in a steady progression. It is a much smoother pattern of diffusion, with constant enlargement of the subscription base.

Figure 8. Early adopters and late followers in subscriptions to *CMR*



The third pattern is represented by *SMJ*, *SMR*, and *OSt*. It could be called "large pioneer base", because a majority of the schools in the database subscribed to the outlet from the outset. In the case of *SMJ* there were 14 subscribers, 13 in the case of *OSt*, and 9 for *SMR* (Figures 9, 10, and 11). This means that few schools are left as followers. Two of the journals (*SMJ* and *OSt*) started in 1980, while *SMR* dates back to 1970. Thus, we can hypothesize that what distinguishes them from the journals with the other two patterns is that they belong to the group of "late arrivals" in the field and despite this fact have managed to spread quite rapidly. In the case of *SMJ* and *OSt*, we can also hypothesize that the professional networks that back them have contributed to this rapid acceptance.

Figure 9. Early adopters and late followers in subscriptions to *SMJ*

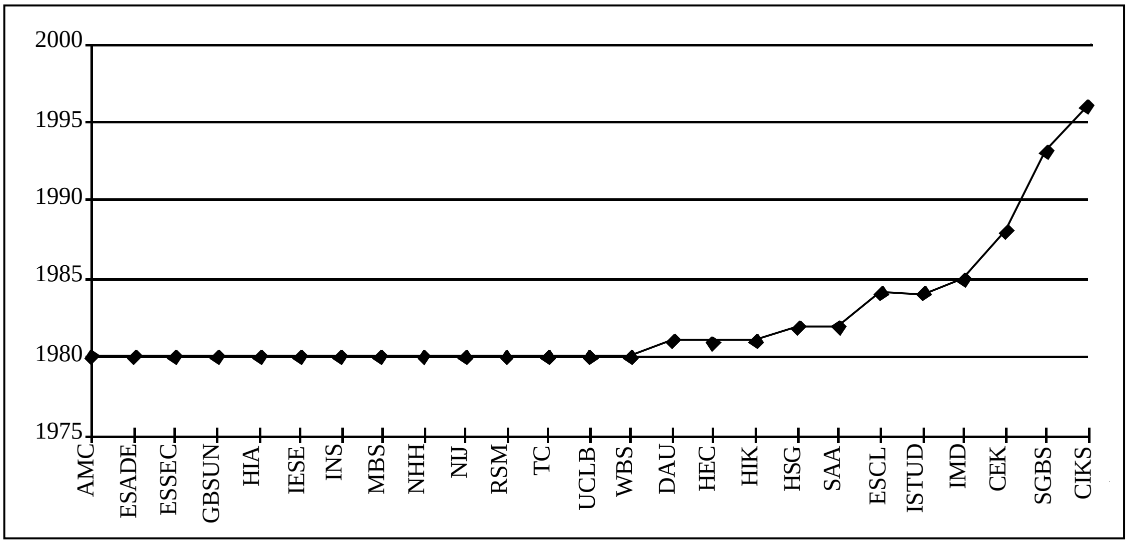


Figure 10. Early adopters and late followers in subscriptions to *SMR*

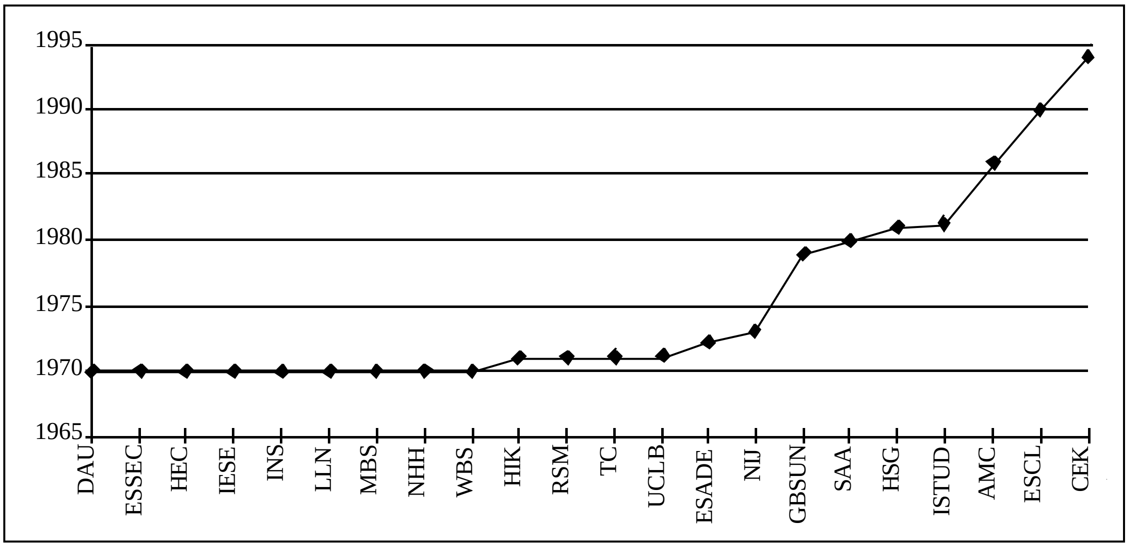
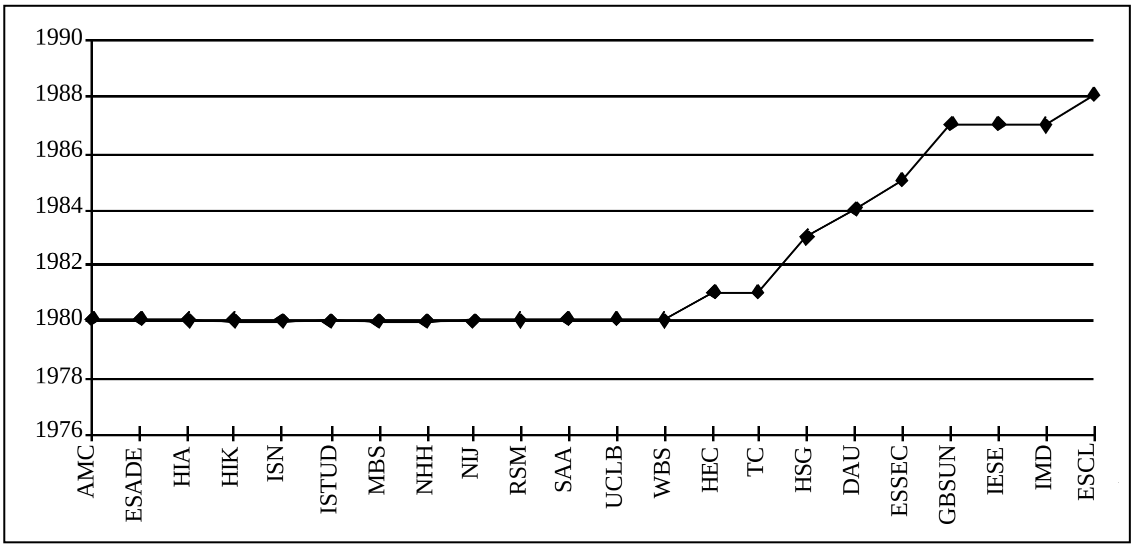


Figure 11. Early adopters and late followers in subscriptions to *OSt*



Using data from the 1998 EBSLG catalogue to assess the diffusion of the 20 journals under study in European business schools and universities, we came to the following tentative conclusions:

– Among the top 9 journals with the highest subscription rates, only one (*OSt*) is a European outlet.

– Among the top 5 journals with the highest subscription rates, three are strongly practitioner-oriented, while two take pride in their scientific rigour.

– Among the 6 least subscribed journals, two are European and four are North American. Three journals have acceptance rates of more than 50%, which is not a negligible figure. One of the six, *OSc*, is fairly young, with almost 10 years' presence in the field, so it has achieved a rapid diffusion, reaching more than 50% of the European business schools in the EBSLG catalogue.

– The patterns in the diffusion of the journals fall into three groups: wave-like, gradual, and large pioneer base. Wave-like patterns are found in older journals such as *HBR* and *ASQ*, while late arrivals relt on a large pioneer base to try to "catch up" with the outlets that have a long history in the field.

No doubt, this is a simple way to look at a complex and multifaceted phenomenon such as the diffusion of academic management outlets in a geographical area. A more in-depth treatment, drawing and comparing the patterns of all 20 journals and taking more business schools into consideration, would be helpful. Also, we can only hypothesize about the reasons for one pattern of diffusion or another, unless we obtain first-hand information from decision-makers in the libraries of the business schools.

4. North America and Europe: Establishing converging or diverging patterns

One of the general issues discussed in sub-theme 4, "Knowledge of Management: Production, Training, and Diffusion", of the 15th EGOS Colloquium held at Warwick University was the homogenization of European and American management practices. Participants called for a focus on the possibility of simultaneous divergence and convergence.

In this paper, we zero in on one aspect of the big picture of divergence and convergence: academic management journals. In an attempt to provide the reader with a more comprehensive review of the work on the homogeneity or heterogeneity of these two worlds, we explore four distinct directions. *First*, we look at mimicking behaviour in the sphere of "packaging". *Second*, we look "inside" the journals, but at the "management" level, to investigate the "ratio" between European and North American scholars on their editorial boards. *Third*, we centre on the issue of authorship, and consider the geographical representation of those who publish in academic management outlets. *Last but not least*, we look at the content of North American and European journals to see if the frameworks, approaches, and viewpoints converge or diverge.

Therefore, this section deals with the peculiarities of European and North American research seen through the prism of academic journals. It draws from data collected specially for this study, as well as from previous reports on related issues by Üsdiken and Pasadeos (1995), Collin *et al*. (1996), Engwall (1997), Baruch (1999), and Danell and Engwall (1999).

4.1. Mimicking behaviour in the sphere of "packaging": Imitation by launching academic outlets

This section brings evidence of the imitative behaviour of European scholars who start their own academic outlets, copying North American academics who have been "first runners" in this race. These conclusions are based on a study by Engwall (1997) which uses a model of the firm to study specialization in the field of management as manifested by academic journals.

This model allows us to identify a number of activities and flows in business administration and assess journals in relation to them. The main actor groups used in the classification are the external providers, the personnel, the customers, and the managers, each of which performs a particular set of activities. In terms of flows, the physical and the financial flows are worth mentioning. Engwall marks out the problem areas in business administration in the following Table.

Table 5. Problem areas in business administration

	General Management Problems		
	External Providers	**Personnel**	**Customers**
Financial Flow	Accounting Finance	Managerial Economics	Pricing
Physical Flow	Purchasing	Administration	Marketing

Source: Engwall (1997: 94).

Once the map of activities has been drawn, the author superimposes on it the journals that deal with these issues, distinguishing between North American and European journals. In the Figure below he summarises this effort.

Figure 12. Management journals in different fields

General Management Problems	
USA	Academy of Management Journal (1958)
Europe	Journal of Management Studies (1964)

Flow		**External providers**	**Internal Organization**	**Customers**
FINANCIAL	***Area***	***Accounting (Finance)***	***Managerial Economics***	***Pricing***
	USA	Accounting Review (1926)	Management Science (1954)	No special journal
	Europe	Accounting Organizations and Society (1976)	European Journal of Operations Research (1977)	No special journal
PHYSICAL	***Area***	***Purchasing***	***Administration***	***Marketing***
	USA	International Journal of Purchasing and Materials Management (1965)	Administrative Science Quarterly (1956)	Journal of Marketing (1936)
	Europe	European Journal of Purchasing and Supply Management (1994)	Organization Studies (1980)	European Journal of Marketing (1967)

Source: Engwall (1997: 95).

What is evident from the Figure, is the striking pairing of US-based and European journals, with a first mover advantage belonging to the North American outlets. The lag may be six years, as in the case of journals dealing with general management issues (*Academy of Management Journal*, followed by *Journal of Management Studies*). Or it may be 50 years, as in the area of accounting, with the US-based *Accounting Review* being launched in 1926, and its European counterpart *Accounting Organizations and Society* coming on to the scene in 1976. The first-runner positioning of North American journals is an outcome of the US academic system, which is strongly tied to the tradition of publishing articles in journals, which in turn is grounded in the career system with its sensitivity to an academic's record of publications.

This is where the homogenization argument comes in, claiming that the pressure on academics to publish in reputable journals in order to secure promotion has spread to Europe. A demonstration of this is the increased activity for the formation of professional organizations and the launching of European journals.

Growing specialization in sub-fields is also noticeable, and is well represented by the marketing area, where specialised outlets in advertising, consumer research, macro-marketing (to mention but a few) have followed the launching of the "generalist" *Journal of Marketing*.

Engwall concludes that the founding of academic journals provides further evidence of imitative behaviour, where Europeans copy North American researchers by starting academic outlets of their own. A logical follow-up question is whether the mimicking is only at the level of "packaging", or whether it also affects content (Engwall, 1997: 96). However, before we consider content imitation, we will look at geographical representation in terms of the composition of editorial boards and the authorship of the articles published in selected academic management journals.

4.2. European and North American representation on editorial boards

If we read the claims the journals make and their assessments of their level of internationalization, there is considerable optimism regarding the increased representation of non-North American scholars (5) both on editorial boards and as authors of articles. North American (NA) dominance on the editorial boards of academic journals is said to be slowly but surely giving way to a more balanced situation in which scholars affiliated to European academic institutions are welcomed into the "inner circles", and are given discretion to determine policy and content.

However, a study conducted by Baruch (1999) detects an increase in NA representation on the boards of the journals he considers, thus auguring a bleak future for non-NA authors.

In this section we discuss European representation on editorial boards. First, we position the journals in our sample on a continuum from "full Americanization", through more or less equal representation, to "strong Europeanization". Then, we identify countries that have a leading presence on the editorial boards of academic journals, both in number of representatives and in the number of journals in which these representatives have a say.

Table 3 gives data (from the first half of 1999) on the representation of European and North American scholars on the editorial boards of the 20 journals in our study. To give meaning to the absolute figures shown in the Table, we "force" the journals into three broad groups. First, there are the clearly "American" journals in terms of editors and editorial board. In 11 of the 20 outlets in our study European scholars are barely represented, if at all. They include the three Academy of Management outlets –*AMJ*, *AMR*, and *AME*– along with *ASQ*, *JM*, *MS*, *CMR*, *HBR*, *OD*, *SMR*, and *DSJ*. Second, there is a bunch of rather

(5) When we talk about North American and non-North American scholars, the criterion for deciding geographic location is the location of the institution to which they are affiliated.

"European" academic journals where there is a clear predominance of scholars affiliated to European institutions. Four journals make up this category – *BJM*, *EMJ*, *OSt*, and *BSR*. Lastly, there is a group of outlets that have a much more balanced representation of American and European scholars (with the North American researchers still outnumbering the Europeans but not so dramatically). Into this category we put *SMJ*, *OSc*, *LRP*, *JGM*, and *JMS*.

Table 6. Europe versus North America: Composition of editorial boards by country of origin (1999)

Journal	***AMJ***	***AME***	***AMR***	***ASQ***	***BJM***	***EMJ***	***JM***
Editors by country of origin	USA 7 Other 1	USA 7	USA 9	USA 4 Other 1	USA 1 Europe 5	UK 2	USA 3
Editorial Board	USA 60 Europe 1 Other 5	USA 23 Europe 5 Other 1	USA 53 Other 3	USA 59 Other 2	USA 10 Europe 13 Other 1	USA 7 Europe 16	USA 9
Journal	***OSt***	***SMJ***	***OSc****	***LRP***	***MS***	***BSR***	***CMR***
Editors by country of origin	Europe 14 Other 1	USA 4 Europe 2	USA 3	Europe 2 Other 1	USA 4	Europe 4	USA 5
Editorial Board	USA 5 Europe 22 Other 6	USA 80 Europe 17 Other 6	US 23/70 Eur. 5/13 Other 1/9	USA 12 Europe 7 Other 3	USA 12 Other 2	USA 1 Europe 22 Other 1	USA 7
Journal	***HBR***	***JGM***	***JMS***	***OD***	***SMR***	***DSJ***	
Editors by country of origin	USA 4	Europe 1	Europe 3	USA 5	USA 1	USA 3	
Editorial Board	USA 8	USA 9 Europe 9 Other 1	USA 16 Europe 6 Other 3	USA 30 Europe 1 Other 2	USA 9	USA 35	

(*) The numbers for *OSc* show the composition of both the International Advisory Board (the figure before the stroke), and the Review Board (the figure after the stroke).

To get a better idea of the European representation on editorial boards, we go into the details. Table 6 gives a breakdown of the total number of European representatives in the 20 journals by country, as well as by the number of journals in which each country has representatives.

Table 7. European country representation on journals' editorial boards

Country	Total number of representatives as editors and on boards	Number of journals in which represented
Denmark	1	1
Italy	5	1
UK	90	11
Hungary	2	2
Greece	2	2
Scotland	1	1
France	25	7
Germany	10	6
Sweden	9	7
Netherlands	11	6
Austria	1	1
Finland	2	2
Switzerland	7	NA
Norway	1	1
Spain	3	3
Cyprus	1	1
Turkey	1	1

Five are the countries that occupy the leading position in representation both in terms of number of scholars they are represented by, and by number of journals they have academics in. These are UK, France, Germany, Netherlands, and Sweden. Figures 13 and 14 help us to visualise this representation and the order in which the countries appear.

The clear UK dominance could be attributed a combination of factors. Apart from having English as its native language, allowing fluency and richness of discourse, one possible factor is that the European outlets in our sample are closely or completely affiliated to British professional networks, business schools, or scholars. *BJM* represents the interests and best research of the members of the British Academy of Management. *BSR* is related to the London Business School. And *JMS*, originally conceived as a Manchester Business School product, is becoming international, though with a strong British flavour on the editorial board. It is also worth pointing out that the Nordic countries, taken together, would hold third place in terms of representation on editorial boards, behind the UK and France.

Our data is cross-sectional. If one worked with longitudinal data, however, one could see whether European representation in both American and European outlets was increasing or decreasing.

Figure 13. European countries with the highest representation on editorial boards (absolute number of scholars affiliated to each journal)

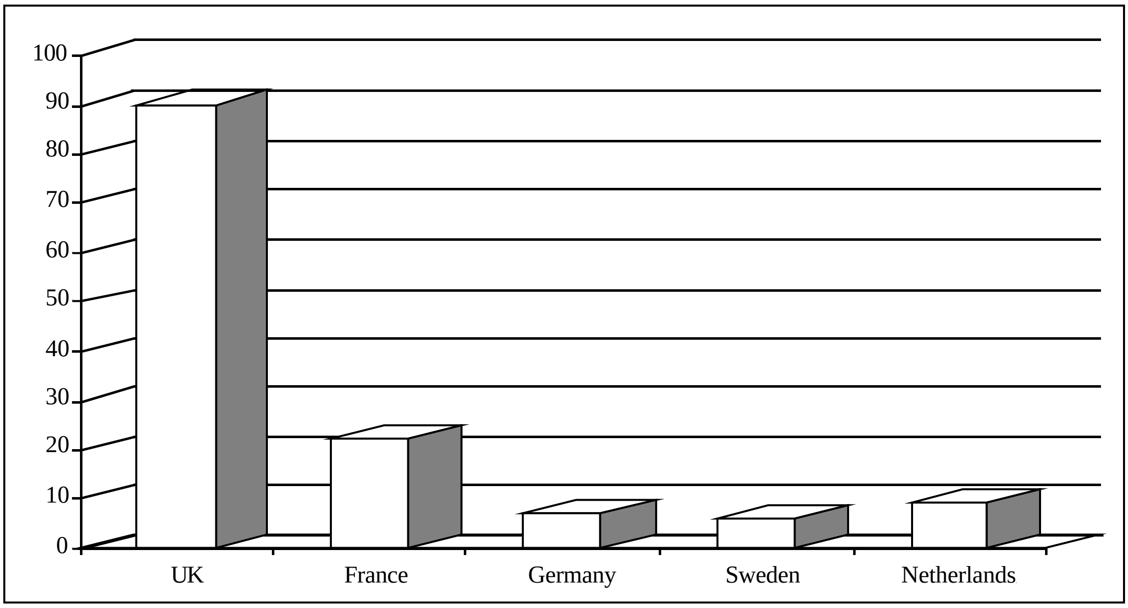
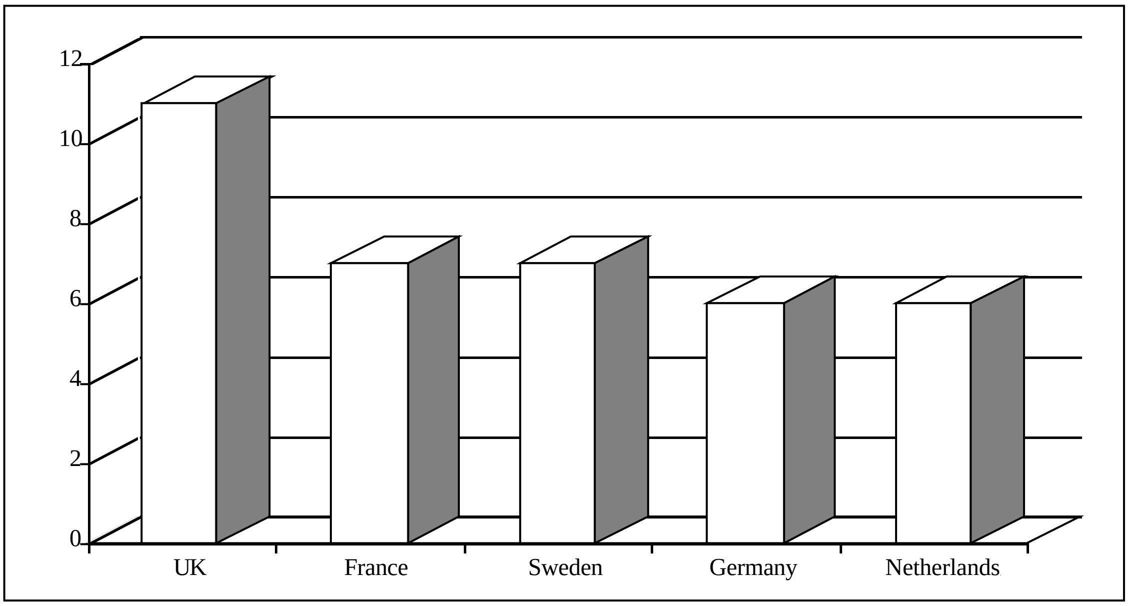


Figure 14. European countries with the highest representation on editorial boards (number of journals in which each country is represented)



Baruch (1999) reports on one such longitudinal study based on data from seven reputable journals – *AMR*, *AMJ*, *ASQ*, *GOM*, *OSt*, *HR*, and *JOB* (6). He finds an increase

(6) The three journals that do not form part of our study and therefore have not been presented through abbreviations are *GOM (Journal of Group and Organization Management)*, *HR (Human Relations)*, and *JOB (Journal of Organizational Behavior)*.

across time in the proportion of North American scholars on editorial boards, despite the journals' claims to be doing their best to improve the representation of non-NA scholars. An even greater bias is predicted for the future. According to Baruch, NA representation on boards has risen from 73.6% in 1980 to 77.1% in 1995. Though the changes are small, the trend is consistent. And it will take time to rectify the imbalance.

Further, Baruch tries to associate the geographical origin of the editors with that of authors. The data fully support the hypothesis of a strong link between the two. Still, one cannot infer causality from such correlations. Baruch's final conclusion is rather contradictory to the journals' optimism regarding European influence: "Coupled together, the strong association between geo-origin of editorial board membership and the decline of non NA members on these boards might mean a bleak future for non-NA authors" (Baruch, 1999:17).

4.3. Geographical representation of authors in European and North American academic management outlets

The national origin of the authors who publish in academic management journals in Europe and North America is another issue related to Americanization. Here we have the findings of two studies –Collin *et al*. (1996) and Danell and Engwall (1999)– to unravel the current debate on the under-representation of non-North American scholars in US academic outlets.

Collin *et al*. (1996) provide empirical support for segmenting researchers into a North American and a European group. They look at the 1993 articles of four North American outlets (*Administrative Science Quarterly*, *Academy of Management Journal*, *Strategic Management Journal*, and *Academy of Management Review*), and four European journals (*Organization Studies*, *Journal of Management Studies*, *Human Relations* and *British Journal of Management*). Their findings show that, on average, in the US journals 34% of all the references given were to the same journal, while in the case of the European outlets the figure was only 16% (p. 149). Additionally, *US-authors are found to publish more frequently in Europe than Europeans do in North America*. The authors explain this with paradigm rigidity and incentive systems in Europe: faced with the US publication market, which has a different and strong paradigm, European scholars are unwilling to change their preferences and the paradigms they have been "brought up" with in their respective institutions. Thus, we could speculate that the door to the US-affiliated journals is not only locked "from inside", but also from outside by the rigid attitude of European scholars (Collin *et al*., 1996: 151).

Another publication that allows us to study Americanization, providing easily accessible quantitative evidence on authors' origins, is the work of Danell and Engwall (1999). They present a pairwise comparison of European and US management journals for the period 1981-1992, looking at the inflow of American produced research into European journals. They share a database and model of the firm with Engwall (1997), although they extract different information from them.

Among Danell and Engwall's conclusions, the following are of special interest to us. First, in sync with the findings of Collin *et al*. (1996), it appears that US authors dominate US journals to a much larger extent than European authors dominate European journals.

Table 8. Distribution of authors by region

Journal origin	**European**				**US**			
Author origin	***Europe***	***US***	***Other***	***Num.***	***Europe***	***US***	***Other***	***Num.***
Accounting	25%	66%	9%	518	2%	93%	5%	602
Administration	47%	40%	14%	311	5%	93%	2%	500
Management	41%	52%	6%	455	1%	97%	2%	739
Marketing	53%	30%	17%	469	3%	87%	9%	774

Source: Danell, R. and L. Engwall (1999). "Hello Dolly! The European Cloning of US Management Research", paper presented at the 15th Nordic Conference on Business Studies, August 19-21, 1999, Helsinki, Finland, p. 8.

The Table shows representational asymmetry in US outlets, where US authors had above 90% share (except in marketing, where the percentage fell to 87%), while Europeans got between 1% and 5% (the highest share being in the area of administration). No such asymmetry was found in European journals, where European authors got above 50% only in marketing, while in accounting they had only 25%. Originally created to provide an arena for European research, European journals have become another channel for US scholars to communicate their ideas and to influence the European region (Danell and Engwall, 1999: 8).

Second, non-native English speakers are at an even greater disadvantage in terms of representation in academic outlets. In US journals the percentage of native English speakers is 94% or above, and in the European journals it is well above 90% for accounting and general management. More detailed information is shown in Table 9 below.

Table 9. Percentage of authors from English speaking countries

Journal origin	**European**	**US**
Accounting	92.7%	97.0%
Administration	65.0%	94.4%
Management	92.5%	97.8%
Marketing	78.7%	94.9%

Source: Danell, R. and L. Engwall (1999). "Hello Dolly! The European Cloning of US Management Research", paper presented at the 15th Nordic Conference on Business Studies, August 19-21, 1999, Helsinki, Finland, p. 8.

Third, an interesting contribution of Danell and Engwall (1999) concerns the mutual dependencies between journals. The two issues of interest in this respect are, first, how dependent the journals are on one another, and second, the extent to which relationships are symmetrical or asymmetrical.

Table 10. Dependencies between journals

Field	Period	1981-1983	1984-1986	1987-1989	1990-1992	1981-1992
Accounting	Dependency	0.52	0.50	0.44	0.30	0.26
	Symmetry	0.49	0.43	0.48	0.18	0.52
Administration	Dependency	0.45	0.37	0.67	0.49	0.42
	Symmetry	0.00	0.00	0.01	0.01	0.02
Management	Dependency	0.15	0.19	0.32	0.37	0.36
	Symmetry	0.06	0.05	0.05	0.07	0.08
Marketing	Dependency	0.03	0.08	0.15	0.26	0.23
	Symmetry	0.01	0.01	0.00	0.00	0.00

Source: Daniel R. and L. Engwall (1999). “Hello Dolly! The European Cloning of US Management Research”, paper presented at the 15th Nordic conference on Business Studies, August 19-21, 1999, Helsinki, Finland, p. 8.

The findings show that European journals are clearly more dependent on American journals than vice versa. There is certainly an asymmetry in the relationship between the two continents.

4.4. Converging or diverging theoretical frameworks

So far, we have looked at the imitation behaviour by European scholars through the launching of academic outlets after first mover North American journals. Further, we explored the representation of European scholars on editorial boards, and as authors of papers published in journals. To complete our overview of the possible convergence or divergence of North American and European scholars, we proceed to evaluate similarities and differences on the level of content – quotation preferences, frameworks, methodological approaches, etc.

To illustrate diverging patterns between the European and North American research traditions, as inferred by academic publications, we use the study by Üsdiken and Pasadeos (1995). These authors examine the possibility of a relationship between the differences in theoretical orientation between North American and European scholars and the currently observed paradigm pluralism in the field of organization theory. Using citation analysis, they present lists of the most frequently cited references in two leading organizational journals – *ASQ* and *OSt*. In the former they concentrate on articles by North American scholars, while in the latter the focus is on European authors (affiliation is based on the location of the author's home institution).

Their data are clearly supportive of the view that differences exist. The lists are very different from one another, with only three sources being shared (Pfeffer and Salancik, 1978; Cyert and March, 1963; March and Simon, 1958). Conclusively, the authors posit that the roots of theorising and research appear to be strikingly different in the North American and European articles (Üsdiken and Pasadeos, 1995: 513). Likewise, they elaborate on the preferred types of references used by the two groups. In *ASQ* more than half of the most frequently cited sources are articles. In contrast, in *OSt* all but two of these sources are books. As Üsdiken and Pasadeos comment, this finding supports the prevalence of the empirical-analytical tradition in North America. Apart from rankings of commonly used references, the study offers rankings of authors' credits. Again the convergence is organised around only three names – Pfeffer, Williamson, and March.

The theoretical conclusions drawn from the citation frequency analyses indicate that *ASQ* is conducive to population ecology, transaction cost, and contingency theory perspectives. *OSt* appears much more diverse in terms of research issues and approaches, and much more concerned with strategic issues and post-modernist thinking.

As an outcome of the co-citation analysis, Üsdiken and Pasadeos present the *ASQ* and *OSt* citation networks for the period 1990-1992. They conclude that the *OSt* network is different from the *ASQ* network not only in terms of sources included, but also in terms of the nature of clustering. While *ASQ* is represented by a single, dense cluster, for OS four sub-clusters focus attention on current European research. For *ASQ* the flavour of the clustering is clearly that of population ecology and agency theory. *OSt* shows a broader scope of research interest. Sub-clusters deal with the nature and future of theorising on organizations, the culture-based views of organizations, the emerging post-modernism debate, and the strategy and organizational form issues.

In their discussion of the findings, Üsdiken and Pasadeos confirm the regional underpinnings as a partial reason for the proliferation of perspectives. They mark several important divides between North American and European research. Divergence is taking place in terms of the level of analysis. Europeans are becoming more "micro" or individualistic in orientation (paying attention to power, culture, processual complexities). North American studies largely show a sociological inclination, ascribe primacy to the environment over the organization, and sustain a unitary view of the organization. Further, in their effort to transform the field into a science, they adhere very strictly to the logical empiricist epistemology. The penetration of positivist approaches is increasing. Unlike them, Europeans are increasingly embracing symbolical-interpretative views and are engaging more with post-modernist thinking.

In this study, the US is found to be the leading paradigm maker – a fact that is a result of the institutional context of research in the US (patterned by the modes of graduate training and socialization, the reward structure, the journal publication process, and the size and density of research activity). Europe proves to be in the follower's role, still fighting for its own identity by having a stronger philosophical orientation, a legacy of critical approaches, and a history that is more sensitive to class and national differences (Üsdiken and Pasadeos, 1995: 521). The flow of ideas from North America to Europe continues, with no sign of reciprocity in the other direction.

In the previous section we tried to bring together evidence on the patterns of convergence and divergence between Europe and North America in the field of academic management outlets. To summarise these issues, we quote the words of a former editor of one of the reputed European outlets, the *British Journal of Management*. David Autley (1998), in an editorial, commented on the clear distinction between UK (and, more generally, European) academic produce and what has been published by major US academic management outlets. As he pointed out, British academics have always “cast a glance over their shoulder to be aware of what is being done by their North American colleagues”. What is new, however, is that recently North American scholars have shown an interest in some of the European approaches. One example is the friendship agreement signed between the British and US Academies of Management for the purpose of collaboration.

5. Conclusions

– This report has focused on one of the several carriers of management knowledge: academic management journals. This means of influencing the creation of European management practices is very different from other publishing outlets, i.e. the popular press and books. While the press and management best-sellers have a direct influence on practitioners, academic publications (intended primarily for a scholarly audience) have an indirect impact: they can influence managers through the translating activities of other carriers.

– Academically, there is another difference: while the popular press is an almost unexplored carrier –in its influence– academic outlets have drawn the attention of management historians and sociologists. Authors such as Engwall and Üsdiken have greatly contributed to our understanding of the institutional characteristics of this channel of knowledge diffusion. This report has, therefore, greatly benefited from their research (as well as from their comments on early drafts).

– To understand the role performed by academic journals, we have focused not only on their contribution as vehicles (and gatekeepers) for ideas and findings. We have also taken into account their impact on the visibility and reputation of scholars and the evaluation and rewards of the work of academics.

– The role that journals play in the transmission of management knowledge is highly dependent on their “identity”. That is, the role is shaped by factors such as institutional affiliation, editorial board and policy, audience orientation, etc. These factors are expressed in the content, style, and language of the outlet. We offer in this report an account of the identities and diffusion of 20 academic journals that we find representative in rigour-relevance terms. Appendix 2 gives a more detailed description of some of the peculiarities of the content and editorial policy of these journals.

– We gather insights into the diffusion of these outlets through 27 European business schools in different European countries. While some countries (e.g., Sweden) are not represented, we believe that our conclusions as to general trends in Europe are valid.

– We found three main patterns in the growth of the influence of management journals: wave-like, gradual, and those having a large pioneer base. The wave metaphor represents a diffusion pattern that consists of a few “waves” of mass subscriptions. The gradual pattern depicts a smoother accumulation of a readership base among business schools. And the third type, the “larger pioneer base”, describes outlets that have enjoyed a broad subscription right from the start of publication.

– Since journal rankings have always interested academics, in Appendix 3 we provide a discussion of why and how such studies are conducted. We claim that they are useful not only for the academic community at large, but also, on a more micro level, for promotion and reward decisions in university and business school departments, for library subscriptions, and as a reference for individual researchers formulating a publishing strategy.

– On the issue of whether the North American and European academic communities are moving closer to one another, or which dominates the other, we find –and this is just a descriptive statement, not a normative proposition or status quo that we approve– that European journals are clearly more dependent on American authors, ideas, references, and other scholarly dimensions, than vice versa. There is, therefore, a degree of homogenization in favour of US academic outlets.

– Alongside the hegemony of the US model of academic outlets (and of North American authors and ideas), we have presented arguments and data supporting a convergence among scholarly publications within Europe.

– With respect to our initial concern, i.e. the role of academic journals in promoting the right balance in management knowledge between rigour (scholarly standards) and relevance (managerial applicability), we may conclude the following: The key to such a balance lies in the translating role performed by other channels –closer to practising managers– such as the popular press and other media. They will be the subject of our next report.

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Other sources of information

1. 1999 issues of the 20 journals selected for this report.

2. 1998 EBSLG (European Business Schools Librarians' Group) Catalogue.

3. Conclusions from the discussion in Sub-theme 4 "Knowledge of Management: Production, Training, and Diffusion", of the 15th EGOS Colloquium (July 1999) held at Warwick University. Convenors: J. L. Alvarez and L. Engwall.

4. Interview with Arie Lewin, founder of *Organization Science*, 14-15.11.1999, Barcelona, Spain. □

Appendix 1

CONTENTS AND INFLUENCE OF
ACADEMIC MANAGEMENT JOURNALS

General information regarding EBSLG periodicals catalogue

"Towards the end of the 1960s, several librarians from various Business Schools formed a European Group in order to exchange their experiences and professional knowedge. EBSLG (European Business Schools Librarians' Group) was officially inaugurated in January 1970 during its first meeting, which was held at INSEAD, Fontainebleau (France).

From its origins as an informal group of colleagues, the association became progressively more structured and began to achieve concrete goals. The following gives an example of the principal achievements: a bibliographic database holding nearly 100,000 articles from European Business magazines, a shared catalogue of about 8,000 journal titles, an electronic communication system, etc.

The number of members in the group is limited so that the association remains a working group.

EBSLG is directed by a President who is assisted by a Secretary, a Treasurer and a projects co-ordinator and by co-ordinators of the three regional groups, Continental, Northern European, and Anglophone, respectively."

Schools that contributed to the EBSLG Periodicals Catalogue in 1998

- **AMC** (ASHRIDGE MANAGEMENT COLLEGE), U.K.
- **CEA** (ASHRIDGE EURO-ASIE, INSEAD EURO-ASIA CENTRE), FRANCE
- **CEK** (CENTRALNA EKONOMSKA KNJIZNICA), SLOVENIA
- **CIKS** (CENTER FOR INFORMATION AND LIBRARY SERVICES), CZECH REPUBLIC
- **DAU** (UNIVERSITE PARIS IX-DAUPHINE), FRANCE
- **ESCL** (E.M. LYON), FRANCE
- **ESADE** (ESCUELA SUPERIOR DE ADMINISTRACION DE EMPRESAS), SPAIN
- **ESSEC** (ECOLE SUPERIEURE DES SCIENCES ECONOMIQUES ET COMMERCIALES - GROUP ESSEC), FRANCE
- **GBSUN** (GRADUATE BUSINESS SCHOOL - UNIVERSITY NOVA OF LISBON), PORTUGAL
- **HEC** - GROUPE HEC (HAUTES ETUDES COMMERCIALES - INSTITUT SUPERIEUR DES AFFAIRES), FRANCE
- **HIA** (HANDELSHOJSKOLE I ARHUS), DENMARK
- **HIK** (HANDELSHOJSKOLE I KOBENHAVN), DENMARK
- **HSG** (UNIVERSITÄT ST. GALLEN HOCHSSCHULE FÜR WIRTSCHAFTS-, RECHTS- UND SOZIALWISSENSCHAFTEN), SWITZERLAND
- **IESE** (INSTITUTO DE ESTUDIOS SUPERIORES DE LA EMPRESA - UNIVERSITY OF NAVARRA), INTERNATIONAL GRADUATE SCHOOL OF MANAGEMENT, SPAIN
- **IMD** (INTERNATIONAL INSTITUTE FOR MANAGEMENT DEVELOPMENT), SWITZERLAND
- **INSEAD** (INSTITUT EUROPEEN D'ADMINISTRATION DES AFFAIRES), FRANCE
- **ISTUD** (INSTITUTO STUDI DIREZIONALI S.P.A.), ITALY
- **LLN** (UNIVERSITE CATHOLIQUE DE LOUVAIN), BELGIUM
- **MBS** (MANCHESTER BUSINESS SCHOOL), U.K.
- **NHH** (NORGES HANDELSHOYSKOLE), NORWAY
- **NIJ** (NIJENRODE UNIVERSITY, THE NETHERLANDS SCHOOL OF BUSINESS), THE NETHERLANDS
- **RSM** (ROTTERDAM SCHOOL OF MANAGEMENT), THE NETHERLANDS
- **SAA** (SCUOLA DI AMMINISTRAZIONE AZIENDALE), ITALY
- **SGBS** (STRATHCLYDE GRADUATE BUSINESS SCHOOL, U.K.
- **TC** (TEMPELTON COLLEGE - THE OXFORD CENTRE FOR MANAGEMENT STUDIES), U.K.
- **UCLB** (UNIVERSITA COMMERCIALE LUIGI BOCCONI), ITALY
- **WBS** (WARWICK BUSINESS SCHOOL, UNIVERSITY OF WARWICK), U.K.

Appendix 2

CONTENTS AND INFLUENCE OF ACADEMIC MANAGEMENT JOURNALS

Editorial policy and content of selected journals

Journals are not only differentiated in terms of geographical location, institutional affiliation, or target audience. They also have different editorial policies and content. To capture the full variety of the 20 journals in our sample we provide a deeper account of what is published where.

Academy of Management Executive. As already noted, this outlet targets managers, so its primary goal is to provide them with tools and information based on recent advances in management teaching and research. The preference of the editorial board is for papers with "broad appeal, wide applicability, and immediate usefulness to executives". A feature of this journal that may be supposed to increase its readership is the explicit announcement that permission "is not required to make copies of articles published in the *AME* for one-time classroom use". This policy may be interpreted as intended to build long-term familiarity with the journal. We can speculate that if future managers receive handouts of articles published in this outlet in the classroom, when they go out into business they will be more likely to read the journal. This characteristic is worth mentioning because it is not a widely established practice. Some journals, as we will see later, require permission and charge a fee for classroom use of articles.

In terms of features that accompany the articles published, the *AME* offers several interesting options. Research briefs, book reviews, and report cards are among the rubrics available to readers. The "Country-Close-Up", recently added to the list, offers interviews with prominent public officials, high profile CEOs and experts, often citizens of the country under consideration. The "Executive Voice" section offers interviews with CEOs who have had a significant impact on management thought and practices. Another rubric, previously known as "Research Translations", now renamed "Research Briefs", aims to put research results into language that non-academic managers can understand.

Academy of Management Journal. The *AMJ* offers an arena for theoretically grounded papers with strong empirical content and with clear relevance for managers. The fields and topics are expected to match the divisions of the Academy of Management, which is the professional organization behind this and two other outlets (*AME* and *AMR*). Anne S. Tsui (1999a), at the end of her mandate as editor, commented on several issues of editorial policy. For the first time, *AMJ* was to have a new editor with extensive editorial experience in the same outlet before assuming editorship. This was expected to secure continuity in editorial policy, make the transition easier and less time-consuming, and shorten the learning curve. Tsui also commented on the results of the internationalization of *AMJ*, which had been promoted by the outgoing board. To give a more international "flavour" to the journal, an associate editor based in Europe and 13 editorial review board members from outside North America were appointed. Further evidence of this trend is to be found in the submission statistics (Tsui, 1999b). The internationalization of the editorial board encouraged submissions from authors outside the US and Canada: the figure went from 15% in 1996, to 20.3% in 1997, to almost 24% by mid-June of 1999. In terms of regional representation, around 60% of these foreign authors were scholars based in Europe.

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Academy of Management Review. Together with *AMJ* and *AME*, this journal demonstrates how a professional organization (the Academy of Management) has built up a diversified "portfolio" of outlets to give space for discussion of issues and formats more appropriate for managers or for academics. While *AMR* welcomes "novel, insightful, and carefully crafted conceptual articles that challenge the conventional wisdom" regarding organizations, *AMJ* hosts empirical investigations, and *AME* publishes articles for practising managers, dealing with managerial tools and "best practices".

AMR offers quite a wide range of features. In addition to traditional articles, *AMR* also publishes shorter pieces called "notes" that are a format for substantive contributions to management and organizational theory in narrowly focused domains. Notes give a chance to propose or redefine new concepts, to extend a construct to other organizational phenomena, to pinpoint a missing intervening construct. Both the "notes" and the "dialogue" forum are open to comment or criticism on previously published materials. Thus, they facilitate "scholarly conversation" in a standardised language. Since books are a vehicle for management knowledge dissemination, *AMR* also dedicates space to book reviews.

Administrative Science Quarterly. The criteria that determine this journal's editorial decision to select or reject a particular manuscript for publishing are that the manuscript must: 1) advance understanding, 2) address administration, and 3) be relevant for both empirical investigation and theoretical analysis. *ASQ* editors assert that it is theory that makes advances possible, both in research and in practice. This outlet gives a lot of scope for publishing authors who submit their work, because it does not attach "priorities to subjects for study" or give "greater significance to one methodological style" than to another. Furthermore, editors encourage creativity and novelty by "being vague about preferences" and by not listing specific topics of interest. Thus, *ASQ* gives authors an opportunity to publish "things the editors have never thought of". Such a policy is interesting because it can help relax journals' "gatekeeping" role.

British Journal of Management. The journal welcomes interdisciplinary work and empirical research within traditional disciplines and management functions. It explicitly lists the areas that papers should address: accounting and finance, HRM, corporate strategy, business economics, marketing, management development, OB, public sector management, operations management, general management, R&D management, and research methods. Short notes accompany articles in this outlet. Notes are seen as a means of outlining recent developments and innovations.

BJM publishes the best of the work produced by the members of the British Academy of Management, the organization that launched and backs the outlet. As David Autley (1998) informs, "*BJM* has rightly developed a flavour of its own, which has come to emphasize European perspectives on the practice of management".

Business Strategy Review. Contains articles on strategic issues relevant to modern business. The assumption is that there is a strategic dimension to every discipline in management studies. In terms of identity, it is classified as European-based but global in readership. Editorial offices are located in the London Business School, which also has copyright. This journal has a policy of encouraging authors for whom English is not their first language. It has an in-house editing service for editing submissions by such authors once they have been approved for publication. Furthermore, there is a specific feature, "Pre-doctoral

Appendix 2 (continued)

research", that offers young scholars an opportunity to summarise "the state of the art" in a particular area, so that "busy managers" may benefit from it. Other types of pre-doctoral submissions are also considered.

California Management Review. This journal is characterized by the fact that its editorial board is tightly linked to the University of California, which naturally influences the content and the priority given to particular issues. The journal is published quarterly, with the intention to serve "as a bridge of communication between those who study management and those who practice it". Another feature is that it is one of the few outlets that disclose subscription information. According to the winter 1999 issue, 66% of the average circulation is paid for, with the total number of copies sold being in the region of 7,500.

Decision Sciences Journal. The journal features concepts, theories, techniques, application and implementation, and notes and short papers.

European Management Journal. The emphasis is on the practical aspects of management, but the journal also has room for articles based on sound research and experience. Interdisciplinary work is welcome, as well as contributions from other disciplines. This outlet also cultivates a wide range of genres, such as case studies, interviews, and briefings.

Journal of General Management. The journal's sole concern is the position of the top manager as leader, co-ordinator and arbitrator of the organization. Thus, it deals with the functions and responsibilities of the senior executive, and the problems that affect the character and the success of the enterprise as a whole.

Harvard Business Review. This is a bimonthly publication for professional managers and a program in executive education of the Graduate School of Business Administration of Harvard University. Its style and content is intended to inform practice and provoke thought for the improvement of management practice. The main groups participating in the discussions in this outlet are reputable academics, managers, and consultants, who share their research findings or their experience. The journal offers a variety of features and departments for contributions, apart from articles. The main headings are "thinking about", "perspectives", "ideas at work", "first person" (where CEOs, entrepreneurs, etc. share their experiences), and "HBR classics" (which bring back to life articles published decades ago that have not lost their contemporaneous flavour and relevance). Through the executive summaries at the end of each issue, and through book reviews, *HBR* facilitates the choice for busy managers. Recently, it has introduced two new features. The first, called "Forethought", is conceived as a forum for new voices and fresh perspectives, where speculation is allowed. The other, called "HBR Forum", aims to extend the reach and impact of discussions among managers, academics, and consultants on published work at *HBR* beyond the traditional "Letters to the editor".

Journal of Management. Gives opportunities both for reports on original research and for reviews and conceptual pieces with unusual contributions. Still, primacy is given to solution- or opportunity-oriented original research.

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Journal of Management Studies. The areas the journal covers are Organization Theory, Strategic Management, and Human Resource Management. Its aim is both to advance knowledge and to address practice. Knowledge advancement is seen in terms of empirically grounded theory. Contributors are explicitly required to respect congruity in ontological, epistemological and methodological positions. No specific mention of affiliation was found, but the two current general editors are from Warwick Business School, University of Warwick.

JMS came into being in the mid-1960s in Oxford, which explains its long association with the well-known Oxford publisher Basil Blackwell. Until recently it was closely associated with the Manchester Business School (MBS), both the founding editors (G. McClelland and Tom Lupton) being directors of that school. Their successors, Karen Legge and the late Geoff Lockett, also belonged to the MBS faculty (Legge, 1998). Now, though conceived largely as a national journal, *JMS* calls for international flavour and reputation.

Long Range Planning. This is an international outlet in the field of strategic planning, focusing on concepts and techniques that professionals can apply. It therefore requires articles to be written in language that is accessible to general managers and administrators, with minimal use of mathematical symbols or specialised terminology. It insists that the practical implications for managers be made clear. The headings include book reviews, review briefs, and executive summaries. Another feature of this outlet, in contrast to *AME's* editorial policy, is that the publisher's permission is required and a fee must be paid for multiple copying of articles.

Management Science. According to the abridged statement of editorial policy, the journal seeks to publish "articles that identify, extend, or unify scientific knowledge pertaining to management". Originality and significant contribution is sought. Articles are expected to reflect the "mutuality of interest" of managers and management scientists. A feature of the journal is the availability of departmental editors, with departments in accounting, business strategy, decision analysis, finance, information systems, interdisciplinary management research and applications, manufacturing, distribution and service operations, marketing, mathematical programming and networks, organization performance, strategy and design, public sector applications, R&D/innovation and entrepreneurship, stochastic models and stimulation, and supply chain management. Manuscripts are directed to the appropriate department for review. Each department publishes a statement of its objectives.

Organizational Dynamics. Defines itself as a journal of "thought-provoking ideas and practical management techniques", including fascinating corporate case studies and interviews. Despite its institutional affiliation to American Management Association International, it is "an independent forum for authoritative views on organizational behavior and the problems of business and management", and the opinions expressed may differ from the official position of the association.

Organization Science. A multidisciplinary journal of the Institute for Operations Research and the Management Sciences, dedicated to the advancement of knowledge about organizations. The goal of the outlet, according to the statement of editorial policies, is "to publish under one umbrella research from all over the world relevant to organizations from fields such as organization theory, strategic management, sociology, economics, political

Appendix 2 (continued)

science, history, information science, systems theory, communication theory, artificial intelligence, and psychology. Creative insight is sought outside traditional research approaches and topic areas.

One of the youngest journals in the field, *OSc* has several interesting features relevant to issues we deal with in this paper. An interesting question is how a journal that starts in the late 1980s amidst an abundance of academic management outlets gains wider acceptance. One way to build legitimacy is to bring on board reputable scholars from existing professional networks such as the Academy of Management.

To encourage submissions from countries outside of North America, and to prevent rejections due to language deficiencies, the journal allows first submission in the author's native language for countries such as France, Germany, and Japan. Another way *OSc* brings together different types of research is by allowing multiple "gatekeepers", that is, by giving senior editors the final say on what goes into the journal.

OSc is also emblematic in terms of its constant self-renewal. One of the means of generating variety is the winter conference the journal organises, which is intended to produce novel ideas for development. By bringing together a small number of scholars and not forcing their thought into conceptual "straitjackets", it manages constantly to adapt to changes in the environment and to capture emergent trends.

Organization Studies. The journal identifies itself as a "supranational" outlet, devoting special attention to national and cultural similarities and differences world-wide. This is reflected, as the editorial policy announces, in the composition of the editorial board and publisher, and its collaboration with EGOS (European Group for Organizational Studies). In fact, *OSt* is the official journal of this association, formed by an informal pan-European network of scholars.

Strategic Management Journal. The journal publishes articles that advance strategic management theory and practice, but also book reviews and communications in the form of research notes or comments from readers on published papers or current issues. Major topics are strategic resource allocation; organization structure; leadership; entrepreneurship and organizational purpose; methods and techniques for evaluating and understanding competitive, technological, social, and political environments; planning processes; and strategic decision processes.

Strategic Management Review. The journal claims to provide senior managers with "the best current management theory and practice", covering all management disciplines, with particular emphasis on corporate strategy, organizational change, and management of technology and innovation. Similar to *AMR* and some other outlets, this journal provides an arena for thoughtful discussion of ideas under the feature "Opinion".

Appendix 3

CONTENTS AND INFLUENCE OF ACADEMIC MANAGEMENT JOURNALS

Journals' influence: Ranking the rankings' utility

As many authors have noted, the quality and influence of academic management journals have persistently attracted scholarly interest over the past few decades (Johnson and Podsakoff, 1994; Üsdiken and Pasadeos, 1995; Tahai and Meyer, 1999). The motivation to rank journals resides mainly within the academic community and its general concern with the contribution of journals to advancing the body of academic knowledge. At a more specific level, images of journal quality or prestige have an impact on a variety of behaviours in university settings. Through them, decisional benefits accrue to scholars, academic departments, university libraries, and the journals themselves (Coe and Weinstock, 1984; Johnson and Podsakoff, 1994; Tahai and Meyer, 1999). Additionally, other parties external to the university (i.e. those who hire graduates or commission study grants or seek consulting relationships) may also base their decisions on publication record in reputable journals (Coe and Weinstock, 1984).

From an *individual perspective*, the value of ranking management journals is associated with the formulation and implementation of a manuscript submission strategy – that is, finding research outlets to which to submit one's ideas and to which to look for evaluation, extension, support or refutation of one's ideas. For *academic departments* the appeal has to do with decisions on promotion and tenure, and on pay, which are made partly on the basis of publication record. *Libraries* may use such information in choosing journals for subscription. Their need is grounded in the rocketing increase in subscription costs, coupled with the enormous diversity of outlets fighting for attention. As Brown (quoted in Tahai and Meyer, 1999) informs, this increase has been more than 2000% since 1970, with the consumer price index lagging at 276%. The increase in subscription costs and the proliferation of publication outlets force *academic journals* into more severe competition. Rankings can help them to determine the state of competition and its dynamics, as well as their own image and influence.

Journal quality has been defined in a variety of ways. For Franke *et al*. (1990: 244), it "can be identified with the quality of articles published, which in turn can be related to the impact of these articles – how many people read them and utilize the concepts and conclusions described". For Johnson and Podsakoff it is all an influence and dependence story – "[a] journal in a citation network will be influential to the extent that other journals depend upon it for the needed resource of information" (Johnson and Podsakoff, 1994: 1394). More complete is the view of Coe and Weinstock (1984), who give possible criteria for the assessment of journal reputation, not singly related to articles' quality. Among the criteria are the prestige of the university or professional organization to which the journal is affiliated, the perceived rigour and relevance of the journal's contents, the scholarly standing of the editor and editorial board, and the age of the journal. To summarise, the quality of a journal has many dimensions that together shape perceptions of prestige and determine the journal's impact on other outlets. Still, as Franke *et al*. (1990) suggest, quality building is a slow process and recognition comes with time.

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So far, we have looked at the meaning of journal quality and the reasons for the persistent scholarly interest in measuring it. While there is widespread agreement on the reasons for rating journals, the literature contains a great variety of different approaches and methods for addressing the issue. One could talk in terms of a menu of rankings, in which different scholars offer their best "recipes". In this paper we are not looking for an exhaustive list of contributions. Rather, we are interested in taking stock of the variety of approaches and assessing the pros and cons of their applicability. We consider rankings along the lines of Tahai and Meyer (1999), Engwall (1997), Üsdiken and Pasadeos (1995), Franke, Edlund, and Oster (1990), and Coe and Weinstock (1984).

Approaches to evaluating journal quality

Studies of the scholarly literature, focusing on other studies as units of analysis, have a long history populated with an impressive variety of approaches. Üsdiken and Pasadeos (1995: 508) offer a good summary of the main forms of such review. They comment on comprehensive reviews, meta-analyses of research findings, methodological investigations, studies of publishing productivity, studies of specific journals, and citation studies. The following is a brief resume of the main forms identified by these two authors.

Comprehensive reviews are qualitative in nature. They search for general rules and/or paradigms deriving from related conclusive statements made in a large number of studies in a particular field. In contrast, meta-analyses of research findings are quantitative. To draw database conclusions, they aggregate findings from multiple studies on the same topics. Evaluation of research methods is, as the name suggests, the centre of attention for methodological investigations. Usually, these investigations are grounded in multiple studies on the same topic or in the same discipline. Studies of publishing productivity focus mostly on authors and their institutional affiliations, and disclose which scholars from which institutions contribute in what ways to the literature. Studies of specific journals are in-depth investigations of one or more aspects of scholarly publications.

Citation studies investigate the citations listed as footnotes or references of scholarly work.

This list offers a variety of approaches to the study of scholarly literature. Still, for the purpose of evaluating journal quality one major divide is that between studies of *stated preferences* and studies of *revealed preferences* (Tahai and Meyer, 1999). While the former are mainly opinion surveys of members of an academic field, the latter are citation analyses and examine articles cited in a group of source journals or articles.

The "stated preferences" approach takes into consideration the perceptions of those who use journal impact to judge faculty performance. Since perceptions are often clouded by individual biases, such ratings are quite subjective. "Revealed preferences" studies rely on references to particular works as a way of evaluating journals. They can also reveal "a discipline's structure (what types of works are dominant) and boundaries (what other disciplines it is related to)", and the "citation networks and research fronts among scholars" (Üsdiken and Pasadeos, 1995: 508). The bias here may come from subjectivity in the choice of source journals, the high self-citation rate of some journals, or the evaluation method itself.

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Both categories of studies are positively correlated (Tahai and Meyer, 1999) and mutually dependent. Stated preference results may influence the choice of journals for citation analysis, while published rankings can affect the perceived quality of these publication outlets. The two main approaches differ in their time frame – preferences studies assume a long memory, while citation analysis shows relatively recent changes in journal quality. In general, "citation analysis provides a more objective measure of a journal's quality and impact" (Tahai and Meyer, 1999: 282, 283). Below, we elaborate on the revealed preferences approach.

Citation-based analyses

Articles constitute "a basis for cognitive events in which various sets of concepts or variables gather" (Oliver and Ebers, 1998: 555). Heavy citing of a particular article is a public acknowledgement of influence (Üsdiken and Pasadeos, 1995; Tahai and Meyer, 1999: 279, footnote) and represents a dependency – the citing article depends on the cited article for information (Johnson and Podsakoff, 1994: 1394). Counts of citations have long been considered important indicators of article quality, author influence, and the stature of the journals in which the articles appeared (Garfield, quoted in Franke *et al*., 1990). Still, when talking about influence, one has to be cautious and question the *validity* of citations as a measure of influence. As Tahai and Meyer (1999) point out, it will not be valid to consider citations as the entire population of influences an author used; citation is simply a subset of that population.

Before entering into specific studies, there are general citation statistics available for articles published in thousands of journals. Strategic management and related areas are covered by the SSCI (Social Sciences Citation Index) of the Institute for Scientific Information. Every year an inventory is taken of all the citations in indexed journals – by source journal and by cited author and article. For indexed journals two broad measures of quality are provided – current article impact and cumulative journal influence (Franke *et al*., 1990). The former sums the current year's citations to journals' articles from the previous two years and divides by the total number of articles. The latter uses the total citations for the year to all articles ever published in the journal, and is therefore highly conditioned by the age of the journal.

A selection of preference studies

Proceeding to the menu of methods for stated and revealed preferences studies, we present the idiosyncratic contribution of a number of authors. Only the most important features of the studies are highlighted in order not to lose sight of the main thread of the argument – the impact of academic journals on the formation of European management practices.

– Coe and Weinstock (1984)

Coe and Weinstock's (1984) study is a follow-up to their previous work (Coe and Weinstock, 1969) and an example of the stated preferences approach. It is based on questionnaires sent to management department chairs (heads, co-ordinators) at 188 AACSB

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accredited institutions. The questionnaire is designed to obtain ratings by management chairs of 16 selected management journals. Respondents were allowed to include other outlets they took into consideration in the evaluation process. Management chairs' ratings of specific journals seem to gradually converge – standard deviations declined between the two studies.

The study elaborates on manuscript acceptance rates as an important factor for deriving a strategy for sequencing submissions for a manuscript. The views of management chairs on these journals' acceptance rates were elicited. Both studies (1969 and 1984) found that management department chairs were not very well informed about journal acceptance rates. A decline in acceptance rates is particularly noticeable among the highest rated journals. Another implication of this decline in acceptance rates is an increase in competition among scholars for space in the best journals. Declining acceptance rates among major management journals leads to frustration and a sense of failure among aspiring authors. The recent proliferation of management journals and their increasing differentiation could offer a shelter for a wide span of topics and treatments.

Table 11. Top five journals in achievement ratings for 1968 and 1982

1982	**1968**
ASQ	HBR
AMJ	ASQ
HBR	MS
MS	Operations Research
Operations Research	Journal of Business

Source: Adapted from Coe and Weinstock (1984).

– Franke, Edlund, and Oster (1990)

The study by Franke *et al*. deserves attention for several reasons. *First*, it traces the influence of management and business policy publications over a long period (11 years, 1977-1988) and finds major shifts in journal influence. Therefore, it measures not only the journals' impact, but also the change in impact. *Second*, the discretion in the selection of journals is initially based on stated preferences. That is, the pool of journals contains 17 outlets found significant by a panel of experts who are highly qualified management scholars (MacMillan and Stern, 1987). To the experts' evaluation, though, the authors add objective measures of current article impact and cumulative journal influence, which are found to correlate with the experts' judgement. *Third*, the study is interesting because of the support it gives to various explanations for the rise or fall in a journal's influence.

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One of the reasons considered important is the *research stature of a journal's editors*. As Franke *et al*. suggest, by 1985 all 5 top journals had editors with well-established research influence – each with more than 40 citations during 1981-1985 to own first-authored research. Research stature is made operational by the rate at which others make use of a scientist's publications. An editor who is an experienced researcher may affect journal quality by attracting active scholars to submit manuscripts, and by recognising and selecting articles which will have high impact on further scholarship.

An interesting example in this sense is that of *Organization Studies*. Three years after its launch, *OSt* enjoyed a high editor's research stature, while the journal's quality as measured by current article impact was low. In 1988 *OSt* had both high editor's research stature and high journal quality. We may speculate that editor's stature influenced this shift, though other possible explanations could be found.

Relative positions among the sampled journals shift over time, and two recently launched publications –*Strategic Management Journal* and *Academy of Management Journal*– have risen to top slots in 1987 and 1988. In comparison to the study by Tahai and Meyer (1999), this is early evidence of the growing importance of strategic management journals. Still, their success is largely attributable to editorial research stature, and may be associated with situational factors such as location and prestige, which contribute to journal visibility, rather than to changes in the business environment that call for more research on strategy-relevant issues.

– Johnson and Podsakoff (1994)

The study by Johnson and Podsakoff (1994) is impressive in its scope. It covers 40 publications in the field of management, whose influence is investigated over the periods 1981-1986 and 1986-1991. The journals are selected on the basis of the number of times they are included in certain previous studies. Studies that qualify for this purpose are: 1) those that evaluate journal prestige, 2) those that use journal lists as criteria for evaluating faculty scholarship and institutional productivity, and 3) those that use a list of journals to represent the field of management in a cross-disciplinary analysis.

Johnson and Podsakoff build their ranking with reference to the original study by Salancik (1986) and provide a comprehensive summary of it. Salancik uses a dependency network methodology for assessing journals. In this method, a journal's influence is a function not only of the sum of the number of direct citations made to it in other journals (dependencies), but also of the influence of the citing journals, and the intrinsic value of the cited journal, independently of the network.

A key assumption is that being cited in a journal that is itself influential enhances the cited journal's influence. Salancik further notes that a journal that publishes a large number of articles each year will have a natural advantage over one that publishes fewer articles, simply because the former will have more opportunities to contribute to the field than the latter.

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The analysis indicates that *Academy of Management Review*, *Academy of Management Journal*, *Strategic Management Journal*, and *Research in Organizational Behaviour* all appear to have become more influential during the 1980s. *Journal of Applied Psychology* and *Administrative Science Quarterly* appear to have declined in importance, though they continue to be the most influential journals in the network through the decade.

There are many possible explanations for shifts in a journal's influence. For example, a new journal may emerge to fill a previously unfilled niche. In this case, its influence is likely to increase gradually as it incrementally adds to the management corpus. Changes in an established journal's editorial policies may lead to a shift in its domain, or changes in the quality of the articles it accepts and publishes. The emergence of new journals or changes in existing ones may also increase competitive pressures on established journals. Also, changes within a field may affect a journal's influence. For example, as a field matures it may become more parochial, which would favour those journals that are more specific to the field, at the expense of the "feeder" journals from other domains (Salancik, quoted in Johnson and Podsakoff, 1994). For example, *SMJ* has benefited from the growing presence of strategy as a management topic, and vice versa. One obvious explanation for the ascendance of *AMR* and *AMJ* is that the quality of articles has continued to improve. Indeed, increased emphasis on theory building and more rigorous standards for acceptance have almost certainly contributed to these journals' reputation.

– Üsdiken and Pasadeos (1995)

Üsdiken and Pasadeos (1995) offer an insightful study of the differences between North American and European research in organization studies as reflected in the articles published in two leading organization theory journals –*Administrative Science Quarterly and Organization Studies*– in the period 1990-1992. What is particularly interesting in this study is the use of citation and co-citation analyses to better indicate prevailing orientations in the area of study.

Co-citation analysis is "a form of document coupling which measures the number of documents that have cited any given pair of documents" (Üsdiken and Pasadeos, 1995: 509). Co-citation frequencies are then translated into co-citation networks. The authors justify the usefulness of this type of representation first at the "micro" level, i.e. staying at the level of individual authors or documents, rather than that of the whole journal. Additionally, the merits lie in visualizing schools of thought, disciplinary paradigms, or informal scholarly networks by marking linkages among various different authors or published works. Such networks are seen to enhance the assessment of a field's cumulative tradition.

Results show that there is divergence between the North American and European perspectives. The authors further elaborate on the nature of the differences in orientation, and the factors that have created and maintain the divergence. Their findings are thoroughly reviewed further on in the text, where European and American "traditions" in publishing through academic outlets are a central point of discussion.

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– Tahai and Meyer (1999)

Tahai and Meyer (1999) seek to identify the journals with the greatest influence in the field of management in the period 1993-1994. Two issues are found methodologically important in the study. *First*, the breadth of analysis, associated with the selection of the source journals, is given thorough consideration. After reviewing prior published work and using judgement based on the stated manuscript topics in the submission guidelines for each journal, or, when unclear, further use of the editorial department and the sponsoring organization, 17 journals are selected to "run" for the prize of most influential journal. *Second*, the issue of the optimal number of years to be included in the citation studies is approached with a particular contribution. The authors provide a rationale and procedure for determining the order of the citation studies, by incorporating the distribution of the citations. The distribution is skewed, which calls for the use of the median or mode as relevant points of reference.

These authors' study chooses "a modal vintage" of 4 years as the optimal number of previous years to be included in the count. This means that journals are ranked by citation proportion truncated at mode. Excerpts from the ranking list for the top seven journals that account for more than 50% of the citations up to four years old are presented in the Table below.

Table 12. Core impact, Journals ranked by citation proportion truncated at mode (*)

Rank	Journal	First publication	Proportion of citations
1	Strategic Management Journal	1980	10.64
2	Academy of Management Journal	1963	9.57
3	Journal of Applied Psychology	1917	8.71
4	Organizational Behavior and Human Decision Processes	1985	7.58
5	Academy of Management Review	1976	5.55
6	Administrative Science Quarterly	1956	5.33
7	Journal of Management	1975	3.89

(*) Excerpts for the top 7 journals.

Source: Tahai, A. and M. J. Meyer (1999). "A Revealed Preference Study of Management Journals' Direct Influences", *Strategic Management Journal*, 20:291-2.

Appendix 3 (continued)

As can be seen from the Table, among the top 7 journals there are no European representatives. The best scores obtained by European outlets belong to *Journal of Management Studies*, with a rank of 23, and *Organization Studies*, with a rank of 26.

The results of the Tahai and Meyer study provide some insight into the management field's reaction to changes in the business environment, and particularly into the increasing significance of strategic management. One of the core competencies of the strategic management field is its inclusion of a large number of studies that are cross-functional, cross-level, and cross-theoretical (Meyer, quoted in Tahai and Meyer, 1999). Therefore, the dominance of a journal like *SMJ* which offers a discourse on a vast range of strategic management concerns is not surprising.

Conclusions

The purpose of this part of the paper has been to offer a review of the value added of different ways of estimating, or rather approximating, the quality and influence of academic management journals. Generally speaking, the value of any ranking can be seen as residing on different levels. A ranking may seek to address academia's concern regarding journals' contribution to the advancement of knowledge (the academic community level of ranking value). It may inform promotion and tenure decisions, and determine rewards (academic department level). It may shape libraries' journal subscription decisions. It may be relevant for the formulation and implementation of a manuscript submission strategy (at the level of the individual scholar). Last but not least, the journals themselves may benefit from rankings by gaining an insight into competitive positioning and dynamics.

To conclude, there is a profusion of approaches to evaluating journals, the main distinction being between stated preferences studies and revealed preferences studies. When using or constructing a ranking, one should be clear about which outlets to consider, what audiences to ask for opinions, what time frame, etc. For example, all the studies we have considered as examples of rankings use academics to assess journals' influence. But there is another audience that most outlets claim to serve, namely managers. To give a complete account of the utility and popularity of academic management journals, this audience would also have to be consulted, and their reading habits recorded. To do exactly that, we plan to follow up this study with a survey of practising managers that will tell us *whether* managers read academic management journals, *what* journals they read, and *how* they read them.