

Summary of
EURAM 2018 Presidential Activities
The State of Management Research in Europe* and across the World**
Reykjavik, June 22-23, 2018

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The presidential activities at EURAM annual conference constitute a forum in which, at the invitation of EURAM president, the presidents (or their representatives) of other national and supra-national associations of management gather to discuss issues of importance to the field of management education, research and/or practice.

This document summarizes the discussions among the attendees representing different scholarly associations across the world during the 2018 EURAM presidential activities on the state of management research in Europe on Thursday June 22* and across the world and Friday June 23** (Appendix 1 provides list of associations and their representatives), which took place after the answers to the key short survey questions from the perspective of each association were presented (see Appendix 2 for the survey questions).

Given the aim of this document to accurately reflect the content of the discussions, it contains two overlapping parts: the first part describes four diagnosis points of the current situation including the proposed solution point by point, which in part builds on the second part which also contains proposed solutions from another perspective (bottom-up and top-down approach).

First part: Diagnosis and possible remedies

1- Nowadays, **the assessment of research (and almost overall faculty) quality** predominantly focuses on article publications (based on their citations and their journals' impact factor) which significantly drives faculty hiring and promotion as well as program and school accreditation, and deteriorates researchers' balance between 'pay rent' and 'love'.¹

Proposal: give books - which allow for a more holistic treatment of a topic - equal standing in faculty hiring and promotion decisions as well as in accreditation criteria.

2- Scientific language doesn't facilitate **communication with practitioners** (managerial understanding of published research).

Proposal: create new publication outlets written in a language which is understandable to managers (but practitioner journals such as California Management Review, Harvard Business Review, Sloan Management Review and Strategy & Business, as well as the more research-based Behavioral Science and Policy, already exist).

3- The currently dominant **reductionist scientific approach:**

- a. generates segmentation of organizational phenomena in *fragmented* research streams as well as sometimes *pseudo innovation* often when dealing with apparently new phenomena (introducing supposedly new terms which give rise to new, self-referential research streams which often ignore prior contributions)

¹ This resembles the crowding out of economic incentives on intrinsic motivation (e.g. Frey, B. S. and Jegen, R. 2001. Motivation crowding theory. *Journal of Economic Surveys*, 15 (5): 589–611).

- b. promotes quantitative method sophistication for a more correct identification (estimation) of causal effects to the *detriment of building on existing literature* and theories given rise to a scholarship crisis and
- c. doesn't address managerial/organizational complexity in a *holistic* way as managers and other employees experience it.

Proposal:

- a. promote seminars on management classics in PhD programs
- b. promote the 'old' monograph format for a PhD thesis (which allows for a more holistic treatment) rather than the 3 ('ready to publish') papers' structure
- c. recommend dropping publication requirements to allow PhD thesis defense

4- The **diffusion** across the world (Europe, Asia and Latin America) of the **USA tenure track model** associated with certain (article) requirements for tenure has brought:

- a. the explosion of submissions to journals and
- b. a strong segmentation of domestic markets in two tiers.

Proposal: Include books in tenure criteria.

Second part. How to deal with the problems diagnosed

We discussed two possible approaches: bottom-up and top-down.

Bottom up approach:

- 1- Rebalance 'pay rent' (top tier journals) and 'love' (more practice/policy oriented 'relevant' journals)
- 2- Keep/have review journals (i.e. journals which include review articles, i.e. see the recent launch of the Strategic Management Review and the success of the annual review issue of Journal of Management, the Academy of Management Annals and BSP)
- 3- Make an effort to promote the role of management research in terms of its potential contribution to policy debates and policy implementation and
- 4- 'Re-educate' colleagues about impact (of management research).

Top-down approach: publication of a manifesto dealing with

1- Reigniting scholarship by:

- a. Revising the relative importance of journal rankings vs books,
- b. Reintroducing a substantial literature review section in articles rather than just 1 page and half motivation at the beginning of the article and
- c. Reviewing PhD programs' duration, structure (promote monograph vs 3 papers' structure) and requirements (no publication requirement for thesis defense).

2- Promoting knowledge diffusion through:

- a. Greater valorization of books
- b. Open access?

Attendees agreed that a summary of these activities would be circulated among them for approval/verification, potentially leading to a joint declaration or their adhesion to a EURAM declaration.

Appendix 1. Attendees

Presidential Activity 1 (Thursday June 22) : Management research in Europe

Baltic Management Development Association (BMDA) – President Prof. Virginijus Kundrotas (X)

British Academy of Management (BAM) – Co-vice chair (research & publications) Prof. Nelarine Cornelius

CEEMAN - The International Association for Management Development in Dynamic Societies – Director of International Quality Accreditation Dr. Alenka Braček Lalić (X)

France's Association Internationale Management Stratégique (AIMS) – President Prof. Benoit Demil (X)

Germany's Verband der Hochschullehrer für Betriebswirtschaft e.V (VHB) – Secretary General Tina Osteneck (X) *

EURAM – president (Sibel Yamak), president elect (Thomas Durand), VP Practice (Stefan Guldenberg), VP External Relations (Xavier Castañer), Local organizing chair (Eythor Jonnsson) and executive officer (Luisa Jaffé) (X)

Presidential Activity 2 (Friday June 23) : Management research across the world

Academy of Management (AoM) – Vice President elect Prof. Quinetta Roberson

Administrative Science Association of Canada (ASAC) – President Prof. Ryad Titah (X)

Associação Nacional de Pós-Graduação e Pesquisa em Administração (ANPAD) – Vice President for international relations (scientific director) Prof. Valmir Emil Hoffmann (X)

Australia New Zealand Association of Management (ANZAM) – Editor-in-Chief of Journal of Management & Organization Prof. Tui McKeown (X) (*)

Behavioral Science Policy Association (BSPA) – Co-president Prof. Sim Sitkin (X)

International Corporate Governance Society (ICGS) – Board chair Prof. Till Talaulicar (X)

International Federation of Scholarly Associations of Management (IFSAM) – President Prof. Michael Morley (X)

EURAM – president, president elect, VP ER, VP Practice and executive officer (X)

(X): The representative confirmed that this summary accurately reflects the conversation during the presidential activity. *The confirmation of the accuracy of this summary does not entail that the represented organization officially endorses the summary. Endorsement is currently being discussed by some associations' board or executive committee.*

(*) Indicates the association's endorsement.

Appendix 2. Survey Questions

1. What is your assessment (or the assessment of your association) of the situation of management research in your country?
2. What is your view of the challenges which management research faces in the next 10 years?
3. What does your association plan to do regarding these challenges?