



THE UNIVERSITY *of* EDINBURGH

Edinburgh Research Explorer

Happy diamond anniversary JMS! A decade analysis of the Journal of Management Studies

Citation for published version:

Krammer, SMS, Dahlin, P, Doh, JP & Potočník, K 2024, 'Happy diamond anniversary JMS! A decade analysis of the Journal of Management Studies', *Journal of Management Studies*, pp. 1-29.
<https://doi.org/10.1111/joms.13044>

Digital Object Identifier (DOI):

[10.1111/joms.13044](https://doi.org/10.1111/joms.13044)

Link:

[Link to publication record in Edinburgh Research Explorer](#)

Document Version:

Publisher's PDF, also known as Version of record

Published In:

Journal of Management Studies

General rights

Copyright for the publications made accessible via the Edinburgh Research Explorer is retained by the author(s) and / or other copyright owners and it is a condition of accessing these publications that users recognise and abide by the legal requirements associated with these rights.

Take down policy

The University of Edinburgh has made every reasonable effort to ensure that Edinburgh Research Explorer content complies with UK legislation. If you believe that the public display of this file breaches copyright please contact openaccess@ed.ac.uk providing details, and we will remove access to the work immediately and investigate your claim.



Happy Diamond Anniversary JMS! A Decade Analysis of the Journal of Management Studies

Sorin M. S. Krammer^a , Peter Dahlin^b ,
Jonathan P. Doh^c  and Kristina Potočnik^d 

^aUniversity of Surrey; ^bMälardalen University; ^cVillanova University; ^dUniversity of Edinburgh

ABSTRACT The *Journal of Management Studies*, founded in 1963, is celebrating its 60th year. Clark et al. (2014) conducted a bibliometric analysis for its 50th anniversary assessing whether the journal had maintained its leading international ranking and sustained its mission to serve as a broad-based management outlet. In this review, we build on and extend their findings by examining trends in the journal over the past decade (2012–22). We present a broader analysis of *JMS* by exploring its unique identity within the management journal ecosystem and examining its scope and breadth in terms of topics, methods, and author demographics to document *JMS*'s evolution, impact, reach, and accessibility. We develop a new bibliometric framework that employs a mix of qualitative and quantitative analyses (including regression, text, and language analysis) to cover a broad range of considerations for a journal and its stakeholders. In so doing, we contribute to the bibliometric and review research areas by proposing new metrics (related to diversity, equity, and inclusion) and analysis tools to assess the relative position of an academic journal. Employing this framework, we conclude that *JMS* has retained and enhanced its position as a leading, cutting-edge general management journal.

Keywords: bibliometric analysis, business and management, gender, diversity, academic publishing

INTRODUCTION

The origin of management and managers can be traced back to ancient China. Management studies as a field has a history nearly as long; however, some source 'modern' management scholarship to the work of Frederick Taylor and his 'scientific' approach to industrial management and productivity. The last decades have witnessed an impressive growth for management as a

Address for reprints: Sorin M. S. Krammer, Surrey Business School, University of Surrey, Guildford GU2 7XH, UK (s.krammer@surrey.ac.uk).

This is an open access article under the terms of the [Creative Commons Attribution](https://creativecommons.org/licenses/by/4.0/) License, which permits use, distribution and reproduction in any medium, provided the original work is properly cited.

field both in terms of research (Colquitt and Zapata-Phelan, 2007; Krammer and Dahlin, 2023) and education (Sandhu et al., 2019), leading to the development of management as a discipline. Against this background, the *Journal of Management Studies* (*JMS*), founded in 1963, has been an important outlet for management studies scholars for decades, sitting in a select company of *Administrative Science Quarterly* (1956) and *Academy of Management Journal* (1958) as the three most longevous journals in the field.

In their review of *JMS*'s first 50 years, Clark et al. (2014) document a growth and proliferation in the number of general management journals and an even more rapid expansion in field-based journals in areas such as entrepreneurship and human resource management. Given the increasingly competitive context in which *JMS* is situated, they posed the following questions: (1) to what extent has *JMS* maintained its leading international ranking?; (2) to what extent has *JMS* maintained its founding mission as a broad-based management journal?; and (3) to what extent has *JMS* remained a broad-based management journal compared to other general management journals?

Their findings generally affirm that *JMS* at 50 was indeed maintaining its broad-based scope and coverage. However, within this overall assessment, they also found that articles that fall within strategic management grew appreciably in relation to the other broad topics such as organizational behaviour, human resource management, and general management. Sub-fields such as entrepreneurship, international business, and knowledge management also grew as a share of overall articles published. Overall, the mix of topics covered in *JMS* were relatively comparable to those in the *Academy of Management Journal* and *Administrative Sciences Quarterly*, thereby affirming *JMS*'s status as a truly general management journal. Moreover, Clark et al.'s (2014) analysis documented the evolution of *JMS* from predominantly an outlet for UK-based scholars to one that attracted many more non-UK and non-USA authors, especially authors from China. They also observed some correlations between subject, epistemological approach and author location. For example, North American authors tended to contribute more empirical articles and rely more on quantitative methods in comparison to European ones; the latter were more likely to author theoretical articles and use qualitative approaches in their empirical work. North American authors were also more likely to contribute articles that focused on strategy, while European authors were more likely to contribute articles focusing on human resource management. Canadian authors were responsible for a greater share of articles within the organizational behaviour area.

Since the publication of the Clark et al. review, there has been a further expansion of the number of general management journals, and especially field-based journals. In addition, certain topics such as ethics, social responsibility, and sustainability have emerged as a reflection of societal concerns and preferences. Finally, there was a substantial proliferation of journals as a result of technological advancements. The internet has facilitated the launch of many new journals and some established journals have started publishing entirely online (Davis, 2014). High subscription fees by publishers of 'traditional' journals have also very likely contributed to the expansion of alternative outlets and formats, including 100 per cent open-access journals, although the open-access movement has also made articles in top journals more easily accessible, albeit often with high costs to authors.

Academic publishing remains paramount for advancing knowledge in our scholarly communities (Clark et al., 2016; Healey et al., 2023), with top journals certifying,

convening, and curating the best scholarly research (Davis, 2014) that can address ‘real world’ challenges (Wickert et al., 2021). International business school accreditation bodies consider top journal publications as an indicator of research excellence when reviewing and awarding recognitions of accreditation. Although publishing in top journals has been associated with many benefits for scholars for a long time (Clair, 2015), it has not been until recently that journal rankings also started to more explicitly affect the institutional reputation of business schools (Clark et al., 2016; Thomas et al., 2014). As more business schools around the world strive to improve their reputation and gain international recognition, there has been an even stronger emphasis on excellence in publishing. Notwithstanding the benefits of academic publishing, such strong focus on performance metrics across universities globally has exacerbated the pressure to publish as the main, and often sole, mandate of scholarly contribution. It is therefore not surprising to see an increase in authors from different parts of the world seeking to publish in top management journals, which in turn drives competition but also stimulates global collaboration (Krammer and Dahlin, 2023). However, many commentators have also criticized academia for its singular emphasis on the ‘publishing game’ (i.e., volume, journal rankings, and impact factors) and issued commensurate calls for research with greater practical and policy implications that benefit society more broadly (Wickert et al., 2021).

Given the continuous proliferation of business schools around the world (Hawawini, 2016) and the increasing emphasis on research performance (Krammer and Dahlin, 2023), particularly in terms of top publications (Aguinis et al., 2020) and interdisciplinarity (Ryan and Neumann, 2013), we would expect that scholarly contributions to *JMS* would originate from an increasingly diverse group of regions and countries, target an increasing range of issues/topics, and often cross disciplinary boundaries. Hence, in this context, we have several research aims:

1. Analyse to what extent *JMS* has retained its reputation as a leading scholarly outlet for cutting-edge research in management studies.
2. Examine the types of articles published in the journal, including emerging topics, and the most frequent theories and types of methods employed.
3. Analyse the extent to which articles published in the journal represent an increasingly diverse set of authors from geographic, demographic, and disciplinary viewpoints.
4. Document the ‘success factors’ (in terms of subsequent citations) for published *JMS* articles in relation to diversity.
5. Discuss some of the major ‘innovations’ developed by the journal to maintain and further improve its status vis-à-vis its peers.

The remainder of this article is structured as follows. In the first section, we take stock of *JMS*’s position and performance in the last decade, comparing it with peers in the management journal ecosystem through traditional bibliometric analyses^[1]. We then describe our novel framework that focus on examining the types of articles, theories, and methods used, as well as the diversity in terms of demographic, geographic, and disciplinary backgrounds of published authors. This framework for examining and comparing academic journals can be deftly applied to other contexts. The following section presents the results of our econometric analysis on what makes a *JMS* paper more cited than others. This is complemented

by a qualitative analysis of the various initiatives and innovations *JMS* has undertaken in the last decade. Here we would like to note that this work has been co-authored by a former general editor and a current associate editor of *JMS*, both of whom were able to provide some first-hand insights. Finally, in the last section we recapitulate our findings regarding *JMS*'s performance and identity over the past decade, as well as discuss some of the challenges and opportunities it may face in the future.

***JMS* WITHIN THE ECOSYSTEM OF MANAGEMENT JOURNALS: A COMPARATIVE ANALYSIS**

We begin our analysis by building on and extending the findings of Clark et al. (2014). First, we perform a longitudinal comparison between *JMS* and other top management journals (such as *Administrative Sciences Quarterly*, *Academy of Management Journal*, *Academy of Management Review*, *British Journal of Management*, *Journal of Management*, *Management Science*, *Organization Science*, and *Organization Studies*) in terms of performance, using data on the evolution of their impact factors (IFs) across time. In our view, the selection of journals against which to compare a focal journal will always have a degree of subjectivity. In this case, we identified what we viewed as generally 'broad tent' management journals. Our primary criterion was 'Could an article published in *JMS* conceivably be published in the comparison journal and vice versa?'. The IF for a certain year is the ratio between total citations received that year by all papers published in the previous two years divided by the number of citable publications in the previous two years, serving as a proxy for quality and impact of research and outlets^[2].

Over this 25-year period, all of the leading management journals in our sample have improved. *JMS*, however, has performed better than many of its peers such as *Organization Science*, *Management Science*, *Organization Studies*, and *British Journal of Management*. With the release of the 2022 impact factor (incorporating articles published in 2020 and 2021), *JMS*'s impact factor increased once again, reaching 10.5, and it is now tied with the *Academy of Management Journal* (Figure 1).

An impact factor of 10.5 means that papers published in 2020 and 2021 have received, on average, 10.5 citations in 2022. Given this positive development and *JMS*'s relative position to its peer comparison group, we would conclude that the journal has maintained, if not improved, its position within the general management journals eco-system and the broader field of management and business, as proxied by different journals included in worldwide recognized benchmark rankings such as the Academic Journal Guide by the Chartered Association of Business Schools (CABS, UK) or the ABDC (Australian Business Deans Council) journal list. In fact, when comparing the evolution of *JMS* to other general management journals across the tiers of journals (i.e., 1, 2, 3, 4, and 4*), *JMS* clearly outperforms its own category (4) and is competitive with those in the highest tier (4*) of the CABS classification (Figure 2).

Finally, if we broaden the lens even more and examine all journals targeted by business and management scholars (i.e., all CABS categories and disciplines), *JMS* even outperforms the average for the 4* category when classified as a category 4 CABS journal in the subfield of 'Ethics-CSR-Management' (Figure 3).

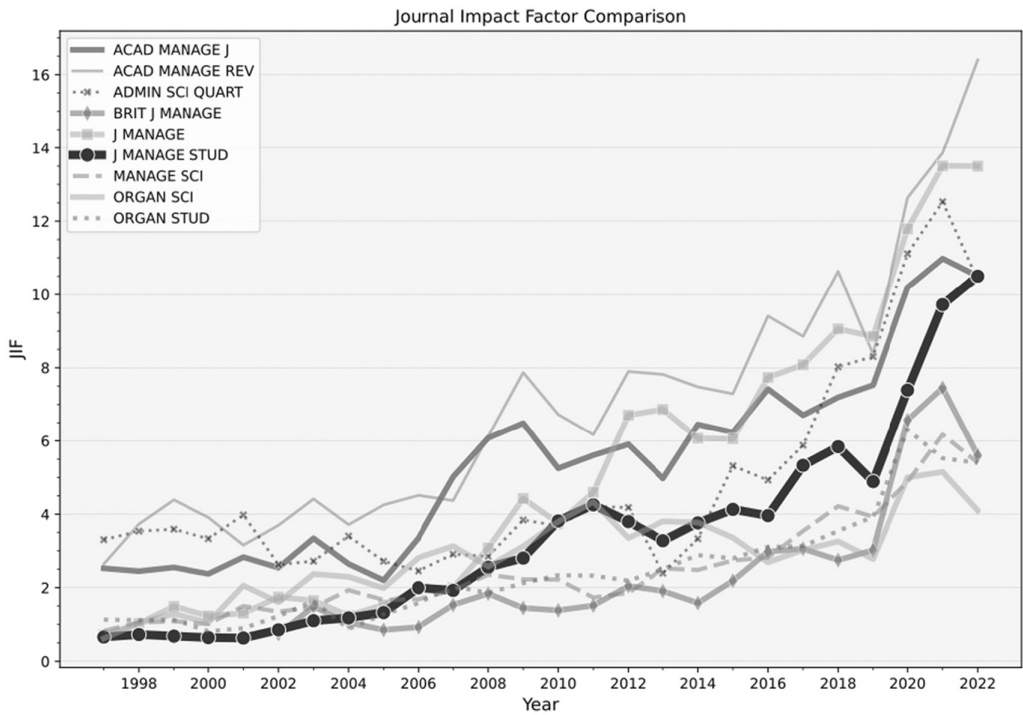


Figure 1. Historical evolution of impact factor: *JMS* and other general management journals

Source: Author calculations based on Clarivate data.

Further, *JMS* performs well above average in terms of its relative balance between the number of publications accepted and its impact (i.e., subsequent citations). Together, these findings attest to the high quality and improving profile of *JMS* in the last decade, one that has been achieved by maintaining a careful balance between the number of publications and their quality (i.e., subsequent impact) within the field (Figure 4).

In summary, by all metrics employed in this analysis, *JMS* appears to have preserved and even improved its standing as a reputable, top-tier management journal. If we were to broaden our comparison group beyond management journals and focus for instance on all top-tier (CABS 4* ranked) journals included in the Academic Journal Guide (AJG), *JMS* would comfortably sit within this 4* category. Overall, this is evidence of the higher average impact of the general management journals, and also of *JMS*'s own contribution to this rise.

QUANTITATIVE AND QUALITATIVE ANALYSIS OF JMS CONTENT

To meet our objectives of this review, we conducted three sets of analyses: In the first set, we performed a content analysis (similar to Clark et al., 2014) of all articles

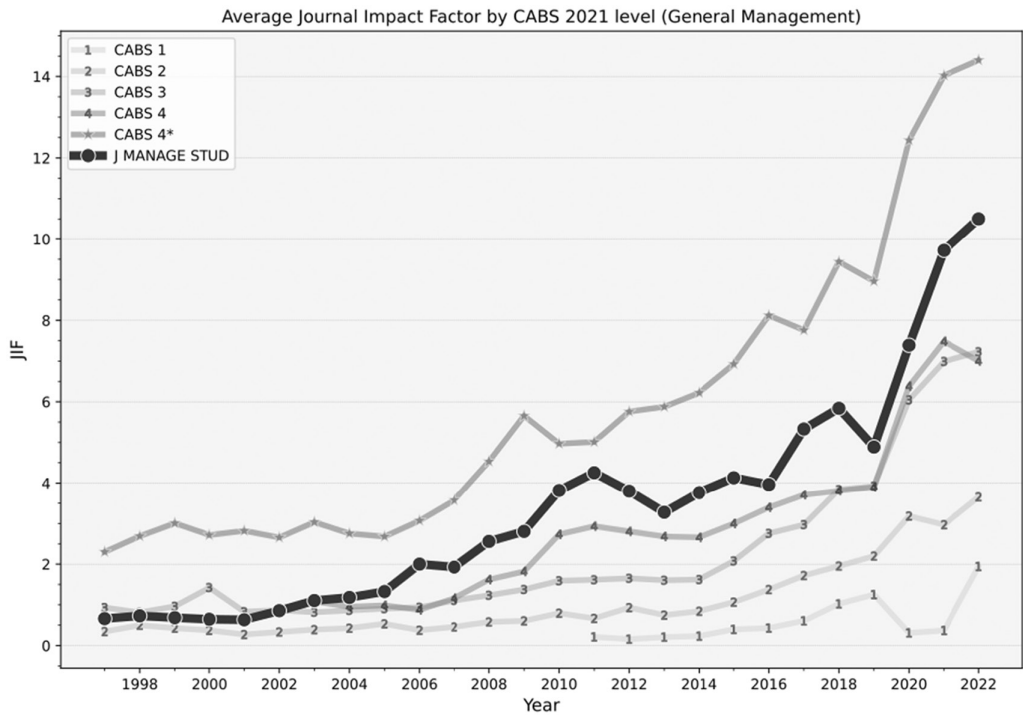


Figure 2. Historical evolution of impact factor: *JMS* in relation to other journals in the CABS ‘General Management, Ethics, Gender and Social Responsibility’ category

Source: Author calculations based on Clarivate data and CABS Academic Journals Guide 2021 (<https://chartcredabs.org/academic-journal-guide-2021/>).

published in *JMS* in the period between January 2012 and end of December 2022. Moving beyond the categories employed by Clark et al., we adopted the CABS (Chartered Association of Business Schools) classification of disciplines/sub-fields within management as listed in the latest version (2021) of the Academic Journal Guide (AJG) available here: <https://charteredabs.org/academic-journal-guide-2021-available-now/>^[3]. The purpose of the AJG is to assist researchers to make informed judgements about the outlets they may wish to publish in by signalling the journals’ quality through a multi-tier system that ranks them into four categories (1, 2, 3, 4, and 4*), with 4* being the most prestigious/highest-ranked one. *JMS* is currently ranked as a CABS-4 journal on this list.

The first part of this analysis involved the use of analytics in determining the sub-discipline/area in which these studies fall. To assess this in a systematic and unbiased way, we have used a classifier informed by one-step backward citations. Essentially, we have assigned each of these publications into a sub-field of management based on their backward citations, which shows the body of literature a paper is drawing from and to which it is seeking to contribute. So, for example, if the highest percentage of citations in an article is to other articles in the ‘international business’ category, we consider it an

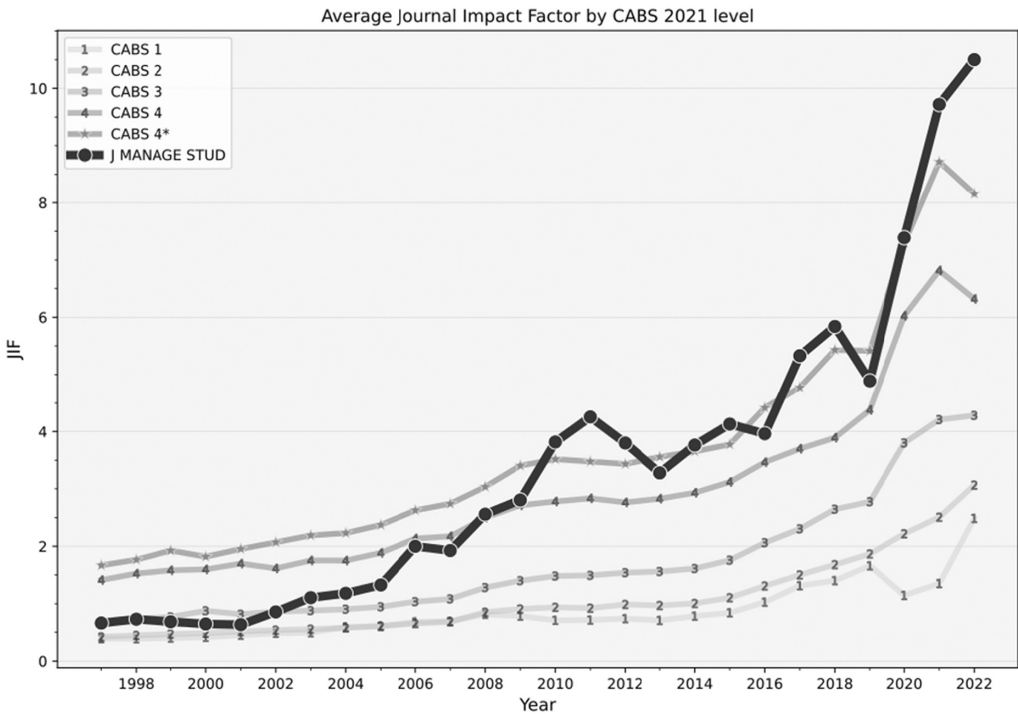


Figure 3. Historical comparison of impact factor: *JMS* in relation to all journals in all CABS AJG (2021) categories

Source: Author calculations based on Clarivate data and CABS Academic Journals Guide 2021 (<https://chartcredabs.org/academic-journal-guide-2021/>).

‘international business’ paper. In terms of choosing these sub-fields or sub-disciplines, we relied on the CABS’s AJG 2021 list, which has 22 such fields. To increase the precision, we split the field ‘General Management, Ethics, Gender and Social Responsibility’ (97 titles) into ‘Gender’ (9), ‘Ethics and CSR’ (10), and ‘General Management’ (78). This results in a more consistent and cohesive collection of journals and articles. Further, given the very broad and generic nature of this field, it is less informative to the backward citation classification; articles on all topics can refer to general management journals. We therefore disregard ‘General Management’ as a possible sub-field for the classifier. Thus, for instance, if a *JMS* paper cites mostly prior work published in other general management journals (e.g., *AMJ*, *AMR*, *JOM*, etc.) we look for the second-highest category cited (e.g., ‘Entrepreneurship’ with cites to *ETP*, *JBV* or *SEJ*, for instance), and we therefore consider it to be an ‘entrepreneurship’ paper. Note that *JMS* has long been a home for articles that adopt a more critical view of management studies; however, in our bibliometric approach, those articles are classified in their subject/topical area, especially in the ‘Gender’ and ‘Ethics/CSR’ categories.

For other paper-level assessments, such as the type of papers, methods employed, and theories used, analytics was not a feasible option. Instead, all four co-authors coded these categories manually. To ensure that the coding framework was both broad and inclusive

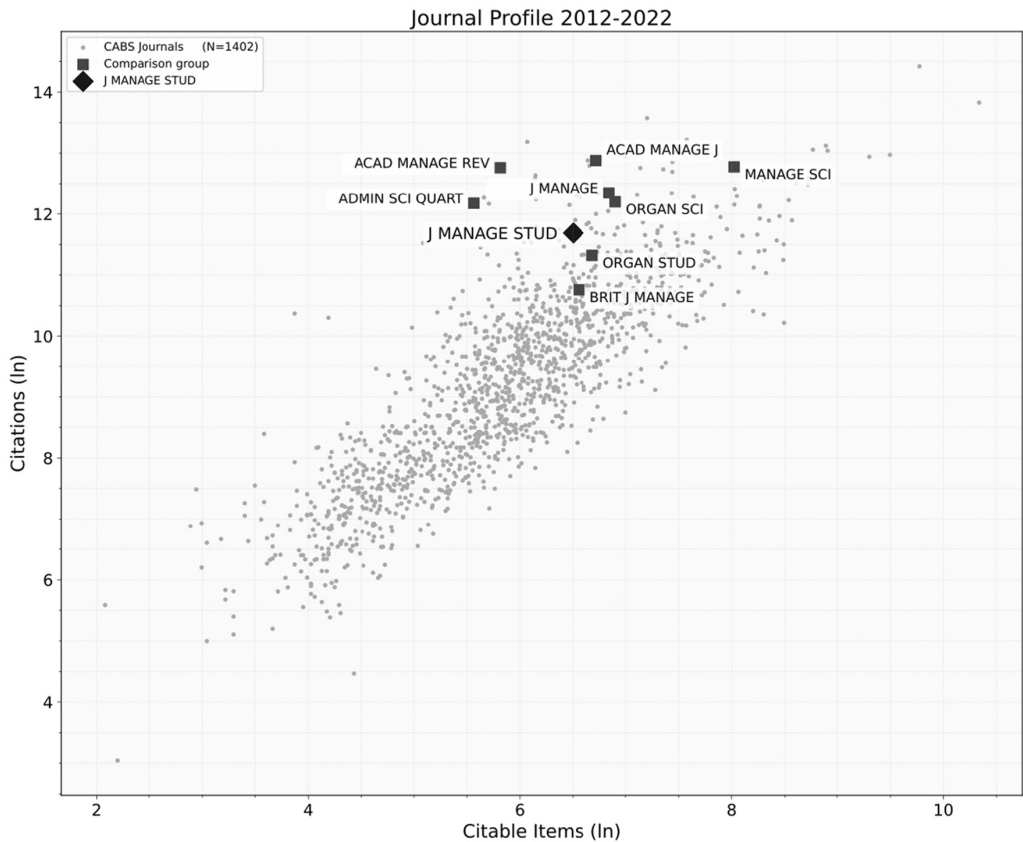


Figure 4. Quantity and quality: *JMS* in relation to other general management journals and all journals in CABS's AJG (2021) list

Source: Own calculations based on Clarivate data and CABS Academic Journals Guide 2021.

and that we achieved inter-reliability of coding across all co-authors, we ran a pilot coding exercise using 50 articles that were randomly selected. We then compared our classifications approaches and reviewed some specific cases (e.g., is a review an empirical paper or not, is it a qualitative or a quantitative one, etc.) to achieve consistency across all coders. Through several iterations, we have eliminated most biases one might expect that could stem from ambiguities, vagueness, or disciplinary biases to achieve consistency across these three categories.

In the second set of analyses, we extracted all bibliometric information on authorship and citations for all articles published in *JMS* in the same period and examined econometrically the variables that were associated with performance (i.e., using citation counts as a proxy). We used binomial regression estimation since we were dealing with both count data and overdispersion (Krammer, 2009; Krammer and Dahlin, 2023). Following prior studies in this vein, we have included a large batch of controls to ensure the robustness of our results.

Finally, in the third set of analyses, we conducted a review and analysis of innovations introduced by *JMS* in the last decades in terms of types of articles and contributions, and their impact on the *JMS* community and readership. These innovations include alternative article formats such as reflections, essays (e.g., *JMS* Says), and COVID-19 commentaries as well as online-only thematic collections, a blog for posts that are more easily accessible to non-academic audiences, and a number of initiatives to help PhD students and early career academics with their academic writing. We analyse the success of these initiatives, which show the increasingly widespread reach of *JMS*.

RESULTS

Content Analysis: What Gets Published in *JMS*?

Here we analyse all *JMS* articles published between 2012 and 2022, mapping them according to topics, sub-disciplines, types of papers, theories, and methods. In this exercise, we focused on descriptive statistics and, where appropriate, refer to findings of Clark et al. (2014).

Topics/themes. To identify some of the core themes in *JMS* publications, we employ an analysis of keywords used by the authors of these articles to signal the content of their work. Keyword analysis can be an effective way of showing how topics have developed and evolved within in a field (Maltseva and Batagelj, 2020).

Figure 5 shows a Visualization of Similarities (VoS) – also called a world cloud – as a representation of the author-specified keywords for the papers in *JMS* during 2012–22. Larger text indicates higher frequency (used for more articles), and clusters are highlighted with coloured areas (see Table I). Keywords in more central positions indicates more, and more diverse, links to other keywords. Among the most frequently used keywords are topical terms such as entrepreneurship, innovation, sustainability/CSR, inequality, and performance. Other common terms hint to the approach: sensemaking, institutional theory, and meta-analysis. Finally, the COVID-19 commentaries are also visible in the keywords.

Sub-disciplines representation. As discussed in the methods section, we used machine-learning techniques to discern which sub-discipline all papers published in *JMS* belong to, based on their prior citations. Simply put, if a paper cites mostly other papers from a given CABS category (e.g., human resource management), it is assigned to that category. In the case of papers that cite mostly journals from CABS's 'general management/ethics and CSR' category, we examine the next highest category to assign it to a discipline.

Following this process, we managed to assign all *JMS* publications into one sub-discipline in Management (see Figure 6). Organization studies (180 papers) is by far the biggest contributor to the journal's output in the last decade, followed by strategy (94 papers) and organizational psychology (55 papers; note that this category encompasses



Figure 5. Co-use of keywords in JMS publications (2012–22)

Table I. Most frequently used keywords in JMS publications (2012–22)

Keyword	Frequency
Entrepreneurship	26
Covid-19	22
Innovation	20
Sustainability	19
Corporate social responsibility	17
Sensemaking	16
Inequality	15
Institutional theory	15
Meta-analysis	15
Performance	15

what many management scholars would consider as ‘organizational behaviour’). These results are very much consistent with the findings of Clark et al. (2014) a decade ago, although they used a different disciplinary categorization. Outside of these top contributing disciplines, we also capture a solid share of entrepreneurship (51 papers) and economics (31 papers) in the journal’s output and a relative increase in the amount of

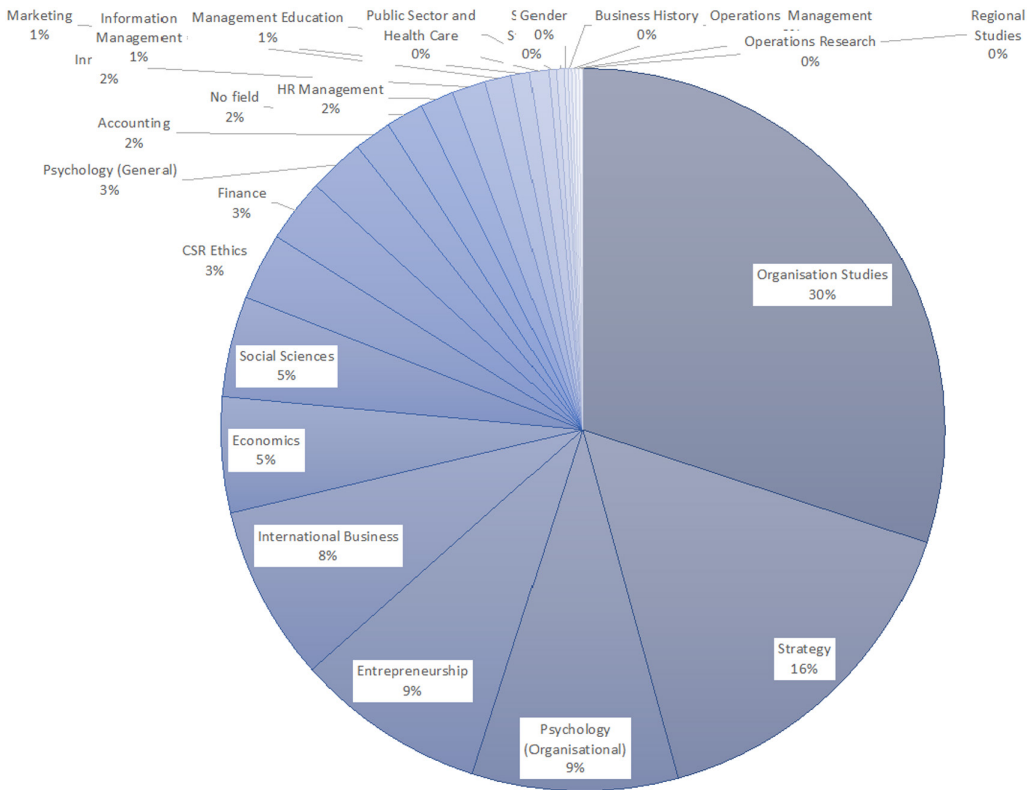


Figure 6. Distribution of *JMS* publications (2012–22) across management sub-disciplines according to CABS classification (AJG 2021)

Source: Author calculations using Scopus data and CABS's AJG 2021.

international business (47 papers between 2012–22 compared to 58 between 1964–2010 according to Clark et al. (2014)). A strong contribution from the field of economics may be surprising as *JMS* is one of the premier general management outlets. Nevertheless, it is indicative of the cross-disciplinary nature of *JMS* (i.e., publishing papers from sister social science disciplines) as well as the idiosyncratic features of our methodological approach (e.g., if a paper predominantly cites prior works from economics, it is classified as belonging to that field^[4]).

A noteworthy and novel appearance is the field of CSR and ethics (18 papers) that has emerged in the last decades. Similarly, the focus on gender issues, which has been coded as a field in its own right, has shown stronger presence in the journal – although in many instances papers on gender issues could also likely fall into other categories, such as leadership, human resource management, or organizational psychology. A full list of sub-disciplines and the number of papers assigned to each of them is presented in Table A1 (Appendix).

Types of papers. Here we examine the types of papers that were published in *JMS* in the last decade. Specifically, we consider four types of papers that are the most common

ones in today's management research: empirical, theoretical, reviews, and other types of papers. Empirical research observes, measures, records, and analyses data with the goal of generating new knowledge. In turn, theoretical articles develop ideas and theories about a subject or phenomena, while review papers take stock of an existing body of knowledge on a given subject or phenomena either qualitatively (e.g., narrative and systematic reviews) or quantitatively (e.g., meta-analyses and bibliometric reviews). Finally, the other category includes the remaining types of articles accepted in *JMS* and other journals including commentaries, essays, or opinion pieces.

As depicted in [Figure 7](#), the majority of *JMS* publications (393 out of 599) were classified as empirical in that they employed data to examine a phenomenon or research question, with a much lower, but still notable, number of theoretical (60) and review (47) articles. Interestingly, the number of 'other' types of publications is also notable (94), and that reflects the journal's continuous innovations in terms of the types of contributions sought from management scholars and the frequency of these non-traditional contributions. We provide a more in-depth discussion of these types of articles towards the end of the results section, in which we review the emergence of these non-conventional contributions, their inception, and reception by the readership and management research community.

Theoretical lenses. Next, we take a look at the most commonly employed theories in *JMS* articles of the last decade. Before delving into the data and theories that have been most influential over the last decade, it is worth mentioning that, consistent with our previous findings on topics in the journal (based on keywords), the results of this exercise indicate great heterogeneity and diversity in terms of theoretical lens used. Essentially, we found 237 theories employed in 599 articles, many of which have very low frequency, and in some cases may constitute different strains from the same

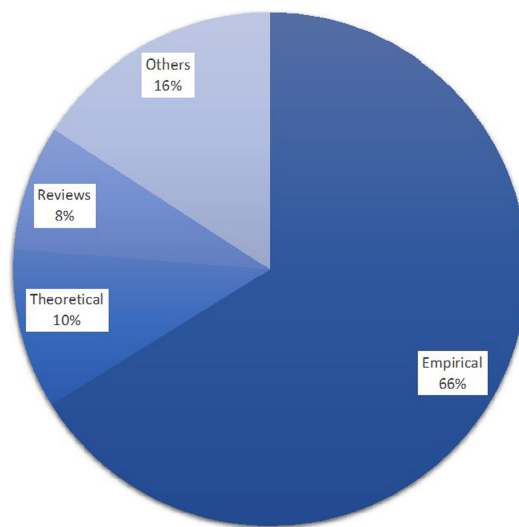


Figure 7. Types of articles published in *JMS* (2012–22)

Source: Author calculations using Scopus data.

theoretical root (e.g., social movements, social embeddedness, social comparisons, etc.).

This is also indicative of the topics and research agendas considered for publication in the journal, often coming from allied social sciences (e.g., sociology or psychology) with different theoretical ideas. As such, it is also important to mention that we have extracted and coded the information of theories as it was described in the articles by the authors themselves as opposed to aggregating them artificially under a bigger branch of theory type. In addition, there was also a significant number of articles (69, or about 11.5 per cent of the total) that did not make any specific reference to a theory or develop one. However, this is not surprising considering the significant number (141) of reviews and other types of articles (essays, commentaries, etc.), some of which are inherently atheoretical.

Moving to the analysis, Table II presents the most frequent theories employed. Institutional theory (9.35 per cent) sits at the top as the most popular theoretical tenet

Table II. *Main theoretical lenses employed in JMS publications (2012–22)*

<i>Theory</i>	<i>Frequency</i>	<i>Percentage</i>
Institutional theory	56	9.35
Resource-based view	18	3.01
Stakeholder theory	17	2.84
Organizational theory	13	2.17
Agency theory	11	1.84
Behavioural theory	11	1.84
Signalling theory	10	1.67
Sensemaking	9	1.50
Stigma	8	1.34
Corporate governance	7	1.17
Entrepreneurship	7	1.17
Innovation	6	1.00
Legitimacy	6	1.00
Social identity	6	1.00
Transaction costs	6	1.00
Upper echelon	6	1.00
Business model	5	0.83
CSR theories	5	0.83
Categorization	5	0.83
Leadership	5	0.83
Resource dependence	5	0.83
Social capital	5	0.83

Source: Own calculations.

with many applications across various sub-disciplines of management. It is followed by the resource-based view of the firm — which is relatively younger, but a very powerful and versatile approach — and stakeholder theory, which has become increasingly popular over the last decade or so.

Methods employed. We also analysed the *JMS* publications of the past decade in terms of the methods employed. The breakdown according to this criterion is graphed in Figure 8 below. As expected, and in accord with the field of management more broadly, the majority of publications employ a quantitative approach (43 per cent). Nevertheless, qualitative studies are also quite prevalent, representing about 26 per cent of the total, to which we have further identified about 3 per cent of studies that employ mixed methods (i.e., combining both qualitative and quantitative analyses). While we do not have comparable statistics from other top general management journals, we consider that this weight of qualitative studies is likely above the average for the field. Moreover, this finding is consistent with the overall perception of many that *JMS* is a friendly outlet for qualitative research. Finally, there is a significant contingent of studies (about 28 per cent or about 192 papers) that do not have an explicit methodological approach. This is not that surprising considering the number of reviews, theoretical pieces, and other types of contributions (e.g., essays, commentaries, editorial pieces) that have a considerable footprint (34 per cent) in the journal's output and do not rely on empirical data.

Gender diversity. One of the current challenges in research and academia is the well-documented gender bias, which takes many forms. One set of observations, for example,

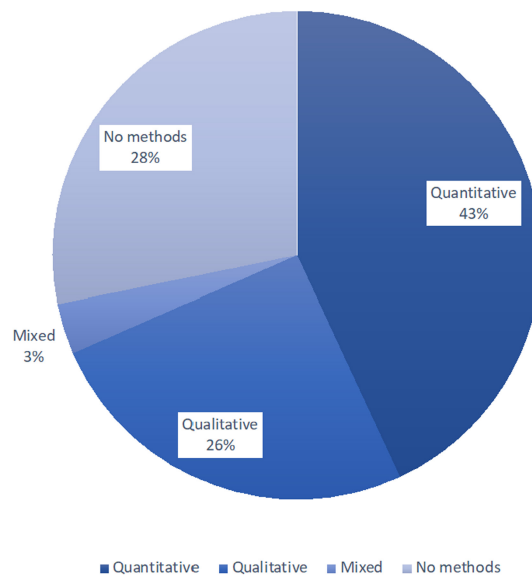


Figure 8. Breakdown of *JMS* publications (2012–22) by methods employed

Note: Author calculations based on individual coding of papers.

is that women may have to wait longer to publish and receive credit for their work (Symonds et al., 2006), garner less citations even in high-impact journals (Larivière et al., 2013), and are less likely to serve as referees (Lerback and Hanson, 2017). While many of these effects can be traced back to the still huge disparity between men and women in terms of active researchers/faculty across many academic disciplines, many journals have sought to improve the diversity of both their authors and audiences. With this mandate in mind, we also take a closer look at the gender distribution of authors publishing in *JMS* in the last decade.

Specifically, we employed a name-based gender classifier where we assign each author to a category (female, male, undecided) based on the results from the name-to-gender API by Genderize.io. When an author has published under different names (Patricia, Trish) or included several first names ('Claudia Patricia'), a combined assessment is made. This method has been shown to deliver good accuracy (Shen et al., 2018).

From all the papers published in this interval in *JMS* (689), we found that the majority of them (359 or 53 per cent) have at least one female co-author. This overall average for the period began at 46 per cent of papers published in 2012 and reached 68 per cent in 2022, showing a clear increase. This is mostly encouraging and in line with our expectation that *JMS* as an outlet is actively pursuing a strategy to spur both quality and diversity of academic contributions that make it into its pages. Furthermore, the number of female authors on these papers ranged from one (235 papers – 65 per cent of the papers with a female co-author) to four or more (8 papers – 1.2 per cent). There were also 60 papers (8.7 per cent) where all co-authors were females, although 27 of these are single-authored. Of the first authors in teams in which there are two or more authors, 168 (30 per cent) are female. This percentage has increased over the studied time period, with a low of 15 per cent in 2012 and a high of 39 per cent in 2020.

In looking at the authors that have published in *JMS* during 2012–22 (see Table A4), we find a total of 1433 individuals, of which 31 per cent are female. While males still dominate the published output (given the overall differences in gender both in terms of raw numbers and seniority), as noted above, over half have at least one female on board. Further, if we examine the flow of 'new blood' (i.e., authors that have not previously published in *JMS*), this tends to be quite high (82 per cent) – and a third of these authors are females, indicating a strong inflow of new contributors in line with other peer journals. Interestingly, the number of authors with more *JMS* publications over the past decade is relatively small (17 per cent), possibly due to its diverse base in terms of topics, methods, and contributions, as previously discussed. Finally, about 37 per cent of papers published are without any veterans on board (i.e., individuals who have published in *JMS* before), again in line with the average of the field. Overall, these numbers attest the significance of *JMS* as an accessible outlet for female academics as well as junior and cross-disciplinary scholars.

In summary, our content analysis allowed us to test and validate some stylized facts around *JMS*'s overall identity in the general management journal space. These include perceptions that *JMS* (a) is friendlier to and more supportive of qualitative approaches than some other top general management journals; (b) incorporates a wider range and more diverse collection of management theories than other general management

journals and is more inclined to publish research that leverages and draws from allied social sciences, such as social movements and institutional perspectives from sociology and the power politics and interest group perspectives from political science; (c) demonstrates a particular affinity for topics and studies pertaining to ethics and corporate social responsibility; and (d) is an inclusive outlet that publishes a considerable amount of research produced by female authors.

Econometric Analysis: What Makes a *JMS* Paper More Cited than Others?

We next examined some of the salient factors for future success of the journal, such as: diversity in terms of domains/areas covered by accepted articles, diversity in terms of origin of authors, and gender diversity of author teams. Table II below presents a list of the top 20 most-cited papers in *JMS* in the last decade. To provide a consistent analysis we rank the papers not by the total number of citations but by average number of cites per year, which accounts for the fact that older papers will have more time to garner citations. Interestingly, over the last decade, the most cited paper is the commentary by Teece (2012) on dynamic capabilities and routines (792 cites), followed by a related paper by Felin et al. (2012) on micro-foundations of routines and capabilities (553 cites) and a pioneering application of institutional theory to emerging markets' MNEs by Hoskisson et al. (2013) with 516 cites.

However, when we normalize the number of citations received by the age of the paper, we obtain a somewhat different ranking as presented in Table III. One trend that becomes apparent from this data, particularly when examining the most recent and successful *JMS* contributions, is the fact that these are usually some version of a review, some of which take the form of introductions to special issues. These include Christensen et al.'s (2018) review of disruptive innovation (213 cites); Vishwanathan et al.'s (2020) meta-analysis of strategic corporate social responsibility (140 cites); and the very successful systematic literature review of digital transformation conducted by Hanelt et al. (2021), which has amassed 198 citations already. Overall, these numbers confirm our prior insight that review studies tend to be much more cited than standard empirical articles.

This stylized fact is also reinforced by the overview of historical performers (i.e., *JMS* articles between 1990 and 2022 with the highest number of citations and normalized citation counts by age of the paper), which are listed in Table A2 (Appendix).

Moving from descriptive statistics and rankings, we also examine quantitatively (via regression analyses) the relative impact of these factors on a paper's success ex-post (i.e., after publication in *JMS*), controlling for other co-variables of importance. We collected data on all *JMS* articles from the Scopus database over the period 2012 to 2022. Scopus contains detailed information on authors' names, article titles, publication year, journal names, authors' affiliations, and annual number of forward citations. Our final sample is comprised of 689 articles (papers) and 34,732 cumulated citations over the period 2012–22.

Our dependent variable is the yearly number of (forward) citations a paper published in *JMS* between 2012 and 2022 has received from all other publications in the Scopus (*yearly cites*). Our main explanatory variables focus on several dimensions of

Table III. Top 20 most cited *JMS* papers between 2012–22 (Ranked by average yearly cites)

<i>Rank</i>	<i>Author(s)</i>	<i>Year</i>	<i>Title</i>	<i>Type</i>	<i>Total no. citations</i>	<i>Avg. cites per year</i>
1	Hanelt A., Bohnsack R., Marz D., Antunes Marante C.	2021	A Systematic Review of the Literature on Digital Transformation: Insights and Implications for Strategy and Organizational Change	Article	198	99
2	Teece D.J.	2012	Dynamic Capabilities: Routines versus Entrepreneurial Action	Commentary	792	72
3	Hoskisson R.E., Wright M., Filatotchev I., Peng M.W.	2013	Emerging Multinationals from Mid-Range Economies: The Influence of Institutions and Factor Markets	Article	516	51.6
4	Felin T., Foss N.J., Heimeriks K.H., Madsen T.L.	2012	Microfoundations of Routines and Capabilities: Individuals, Processes, and Structure	Article	553	50.27
5	Vishwanathan P., van Oosterhout H., Heugens P.P.M.A.R., Duran P., van Essen M.	2020	Strategic CSR: A Concept Building Meta-Analysis	Article	140	46.67
6	Whiteman G., Walker B., Perego P.	2013	Planetary Boundaries: Ecological Foundations for Corporate Sustainability	Article	446	44.6
7	Deepphouse D.L., Jaskiewicz P.	2013	Do Family Firms Have Better Reputations Than Non-Family Firms? An Integration of Socioemotional Wealth and Social Identity Theories	Article	442	44.2

(Continues)

Table III. (Continued)

<i>Rank</i>	<i>Author(s)</i>	<i>Year</i>	<i>Title</i>	<i>Type</i>	<i>Total no. citations</i>	<i>Avg. cites per year</i>
8	Mcmullen J.S., Dimov D.	2013	Time and the entrepreneurial journey: The problems and promise of studying entrepreneurship as a process	Article	434	43.4
9	Post C., Sarala R., Gatrell C., Prescott J.E.	2020	Advancing Theory with Review Articles	Editorial	130	43.33
10	Christensen C.M., McDonald R., Altman E.J., Palmer J.E.	2018	Disruptive Innovation: An Intellectual History and Directions for Future Research	Article	213	42.6
11	George G., Mcgahan A.M., Prabhu J.	2012	Innovation for Inclusive Growth: Towards a Theoretical Framework and a Research Agenda	Article	464	42.18
12	Calic G., Mosakowski E.	2016	Kicking Off Social Entrepreneurship: How A Sustainability Orientation Influences Crowdfunding Success	Article	266	38
13	Allan B.A., Batz-Barbarich C., Sterling H.M., Tay L.	2019	Outcomes of Meaningful Work: A Meta-Analysis	Article	151	37.75
14	Scherer A.G., Palazzo G., Seidl D.	2013	Managing Legitimacy in Complex and Heterogeneous Environments: Sustainable Development in a Globalized World	Article	319	31.9
15	Scherer A.G., Rasche A., Palazzo G., Spicer A.	2016	Managing for Political Corporate Social Responsibility: New Challenges and Directions for PCSR 2.0	Article	222	31.71

(Continues)

Table III. (Continued)

Rank	Author(s)	Year	Title	Type	Total no. citations	Avg. cites per year
16	Tang Z., Hull C.E., Rothenberg S.	2012	How Corporate Social Responsibility Engagement Strategy Moderates the CSR-Financial Performance Relationship	Article	343	31.18
17	Crane A., Matten D.	2021	COVID-19 and the Future of CSR Research	Commentary	62	31
18	Alvesson M., Sandberg J.	2013	Has Management Studies Lost Its Way? Ideas for More Imaginative and Innovative Research	Article	307	30.7
19	Vaccaro I.G., Jansen J.J.P., van den Bosch F.A.J., Volberda H.W.	2012	Management innovation and leadership: The moderating role of organizational size	Article	337	30.64
20	Schotter A.P.J., Mudambi R., Doz Y.L., Doz Y.L., Gaur A.	2017	Boundary Spanning in Global Organizations	Article	183	30.5

Source: Author calculations using Scopus data.

diversity (internationality, interdisciplinarity, and gender) under the general assumption that more diverse teams of co-authors will produce more impactful work (as proxied by subsequent citations). To derive measures for *knowledge* (i.e., *interdisciplinarity*) and international *diversity* within a team of co-authors we rely on modified Jaccard indexes, which have been employed to capture dissimilarity (or distance) between different sets of characteristics (Krammer, 2016; Zhang et al., 2017). Specifically, for capturing interdisciplinarity we examine prior publication records of all co-authors in a team and look at the distribution of their prior publications across 22 management sub-disciplines (as classified in the CABS' Academic Journal Guide (AJG) 2021 list). We then compute a Jaccard distance (JD) between each pair (i) of co-authors (X and Y) within a team in year t using this formula:

$$JD(X, Y)_{it} = (b + c)_t / (a + b + c)_t$$

where b is the number of sub-disciplines in which X published by year t but Y had not, c is the number of disciplines in which Y published by year t but X had not, and a is the number of disciplines in which both X and Y published by year t . We apply

this formula to all unique pairs of co-authors within a team and we average them to obtain the average knowledge diversity/interdisciplinarity for the team (*discipline diversity*), which ranges from 0 to 1 with higher values signalling for interdisciplinary teams of co-authors. Similarly, we compute team internationality (or *international diversity*) as an average of the Jaccard dissimilarity coefficients of all the pairs of co-authors and considering the differences in terms of nationality of their home institutions. Again, higher values for this index imply greater international diversity. Finally, *gender diversity* is captured using the ratio of women to men in a team of co-authorship. Alternatively, we also use other proxies – namely the number of women in a team or whether the team has any woman at all (dummy variable). The evolution of all these diversity metrics (averages over time) is presented in [Figure B2](#) (Appendix). Overall, the graphs suggest that diversity across all these domains has improved over time, indicating that *JMS* as an outlet has increased its portfolio with more interdisciplinary work coming from teams of co-authors that are more diverse (internationally and in terms of gender).

In addition to our main variables of interest, we incorporate different control variables in our regressions: the *paper's age* (i.e., number of years since an article was published), under the assumption that older papers will garner more citations; *team size* (the number of co-authors involved in producing the publication); *team average tenure* (the average number of years since the first publication in Scopus for each co-author, proxying for experience in terms of publication); *team research experience* (the number of publications for all team members up to the publication year of the focal paper); and *prestigious co-authors* (the number of co-authors in a team that have an affiliation with an institution on the UTD Top 100 business school research ranking).

The descriptive statistics for all the variables employed in our analyses are listed in [Table IV](#). Pairwise correlations are presented in [Table A3](#) (Appendix). Overall, the correlations are within acceptable limits and all our models exhibit VIF (variance inflation factors) below 3.

Table IV. Descriptive statistics of the variables employed

Variable	Obs.	Mean	Std. dev.	Min.	Max.
Yearly cites	3807	9.10	12.68	0.00	174.00
Paper age	3807	3.27	2.74	0.00	10.00
Team size [†]	3807	2.63	1.39	0.00	14.00
Team average tenure*	3675	2.49	0.59	0.00	4.01
Team research experience*	3647	2.86	0.86	0.69	5.42
Prestigious co-authors	3807	0.32	0.73	0.00	5.00
International diversity	3647	0.37	0.42	0.00	1.00
Knowledge diversity	3647	0.53	0.30	0.00	1.00
Gender diversity	3675	0.25	0.31	0.00	1.00

Note: Variables marked with * have been log-transformed.

[†]16 articles (2.23%) do not have a designated authorship – usually editorials. These are automatically excluded from the analysis when testing the effects of diversity measures (which by definition do not exist in the case of teams that have less than two co-authors).

Given these, we proceed with our regression analyses to assess whether diversity begets more scholarly impact, as proxied by yearly citation counts of *JMS* publications between 2012 and 2022. Since our DV is a count variable, we adopt a negative binomial panel regression with random-effects to predict yearly cites for each paper (Wooldridge, 2002). The results of the regression analysis are presented in Table V below.

We begin our empirical estimation with a benchmark model where we include all controls (Model 1). As expected, we find strong, positive and statistically significant effects on the number of yearly citations garnered by a paper from various factors: its age (i.e., the earlier in the decade a paper was published the more yearly cites it will have on average) and the number of co-authors in a team (the higher that number, the more likely it is that the paper will benefit from multiple personal networks in terms

Table V. Determinants of research impact (yearly citations) for *JMS* publications (2012–22)

<i>Variables</i>	<i>Model 1</i>	<i>Model 2</i>	<i>Model 3</i>	<i>Model 4</i>	<i>Model 5</i>
Paper age	0.208*** [0.007]	0.208*** [0.007]	0.206*** [0.007]	0.210*** [0.007]	0.208*** [0.007]
Team size	0.078*** [0.015]	0.068*** [0.015]	0.027 ⁺ [0.016]	0.076*** [0.015]	0.024 [0.016]
Team average tenure	-0.178*** [0.047]	-0.152*** [0.047]	-0.190*** [0.046]	-0.190*** [0.047]	-0.177*** [0.046]
Team research experience	0.300*** [0.031]	0.271*** [0.032]	0.313*** [0.031]	0.317*** [0.032]	0.305*** [0.032]
Prestigious co-authors	0.056** [0.023]	0.057** [0.023]	0.063*** [0.023]	0.062*** [0.024]	0.069*** [0.023]
International diversity		0.102** [0.043]			0.055 [0.044]
Knowledge diversity			0.404*** [0.065]		0.375*** [0.067]
Gender diversity				0.175*** [0.058]	0.161*** [0.057]
Constant	0.769*** [0.094]	0.777*** [0.094]	0.681*** [0.093]	0.702*** [0.096]	0.632*** [0.095]
Ln alpha	-0.071*** [0.027]	-0.082*** [0.027]	-0.084*** [0.027]	-0.073*** [0.027]	-0.095*** [0.027]
N	3647	3619	3647	3647	3619
Log likelihood	-11490.58	-11424.51	-11471.41	-11485.89	-11404.79
LR Chi square	991.19	987.68	1029.52	1000.56	1027.13
AIC	22995.15	22865.02	22958.82	22987.78	22829.57
BIC	23038.56	22914.57	23008.44	23037.39	22891.51

Note: Results for panel negative binomial estimations with random effects. Robust standard errors in parentheses. All significance tests are based on two-tailed tests.

⁺p < 0.10; **p < 0.05; ***p < 0.01.

of dissemination and also citations, as we do not exclude self-cites in this instance). Papers with more productive teams of researchers (i.e., more papers published on average across all co-authors of a team) and more prestigious business and management scholars on board (as proxied by affiliation to a UTD top 100 business school listed institution) tend to also do better in terms of citations. In turn, we find that experience, controlling for all the above factors, is actually likely to reduce the number of yearly cites so that teams that are more senior (i.e., have more years between them on average since their first publication) score lower yearly cites than those with lower seniority, a somewhat counterintuitive finding.

In Models 2 through 4 we introduce our main explanatory variables, namely international diversity (Model 2), knowledge diversity (Model 3), and gender diversity (Model 4). All of them exhibit positive and statistically significant associations with our DV, suggesting that diversity across all these domains bears benefits in terms of academic impact, even within this rather small subsample of publications. Finally, in Model 5 we include all diversity measures concomitantly, and the results are qualitatively similar with the exception of international diversity, which becomes statistically insignificant. To provide some more tangible insights into these effects, we also graph the marginal effects for these diversity measures in [Figure B1](#) (Appendix).

Finally, to ensure the robustness of these findings we perform some additional analyses. Specifically, we use the lagged number of prior cites to a paper to explain its yearly number of citations. Because its high correlation (0.82, $p < 0.03$) with the age of the paper, we have used only the latter in our main estimations to prevent multicollinearity. However, when substituting paper age with lagged prior cites, we obtain similar results with regards to our diversity measures. Second, we also employ alternate proxies for gender diversity besides the ratio of female to total co-authors. We thus also look at whether a paper has any female co-authors (0/1) and whether the lead author of the paper is female (0/1). Again, in both of these instances, the coefficient of the gender diversity variable is positive and highly significant, suggesting that more gender-diverse papers tend to do better in terms of impact/citations than those that are not. These results are not presented in the manuscript due to the space constraints but are available from the authors upon request.

Qualitative Insights: Editorial Innovations and their Impact on *JMS*

Over the period of our review (2012–22), *JMS* introduced a number of initiatives and innovations. For instance, *JMS* launched a series of paper-writing and professional development workshops across different parts of the world, with the stated objective of enlarging the community of management scholars (PhDs and faculty) in many emerging and developing countries (Patriotta, 2017). The number of these workshops has increased exponentially (from three in 2015 to 16 in 2016 and 21 in 2017), and the efforts continue both in a virtual and on-site format.

In addition, the Society for the Advancement of Management Studies (SAMS), *JMS*'s governing body, provided grants to support conferences, workshops, seminars, and other activities as well as bursaries to PhD students and others to attend those events. It is estimated that SAMS awarded nearly £80,000 to support PhD students to attend various

JMS events over the last decade, and as of 2022 these initiatives have been institutionalized through an annual bursary budget of £30,000. Additionally, SAMS also initiated an annual PhD dissertation competition (the Grigor McClelland Award) that rewards innovative scholarship in management (£5000), and its winners have become some of the most established scholars in their respective fields.

Special Issues had been part of *JMS*'s fabric for a number of years, but the process was formalized in 2011 with an annual call for proposals, making it more equitable and transparent than before. The journal has attracted over 150 proposals for special issues and has accepted 38 since 2011. *JMS* also introduced 'Reflections' on classic articles in which the original author reflected on their seminal paper they had published in *JMS* and other scholars offered commentary. The journal ran editorials about impact in 2013 and ethics in 2014. *JMS* launched its social media platforms in 2015 and introduced a plagiarism checker in 2014. In 2016, *JMS* launched a new article format in the form of short essays under the rubric of '*JMS* Says', a format that has been adopted by a number of other journals.

SAMS and *JMS* organized major biennial conferences – with associated special issues – throughout this period on broad themes in management research and practice such as knowledge management, sustainability, managing complexity, Eastern management perspectives, diversity, the future of work, and management for the public good. The journal also stepped up its social media presence, becoming more active on Facebook, LinkedIn, and Twitter, and launched a blog – Management Studies Insights – that provides short, plain-language synopses of journal articles^[5]. These are also complemented by a YouTube channel, *JMS* Reflections, which features short videos on various aspects of publishing and academic careers. The editors have overseen social media outreach along with *JMS* Says, and engaged with an external media firm to promote *JMS* content in business, education, and the popular press.

In addition, there was also a change in terms of the type and impact sought, usually via more substantive editorials. These included 'Advancing Theory with Review Articles' (Post et al., 2020), 'Management Research that Makes a Difference: Broadening the Meaning of Impact' (Wickert et al., 2021), and the recent 'Changing the Scholarly Conversation: What It Means, Why It Matters, and How to Approach It in Micro Research' (Healey et al., 2023). These contributions are among the most cited *JMS* papers (see Table II) or well on their way to becoming one^[6] (i.e., Healey et al., 2023).

The onset of the COVID-19 pandemic prompted more material changes to how the journal operated and publicized its work, and it stimulated new innovations, including the introduction of the 'COVID-19 Commentaries' series. These short commentaries, commissioned throughout the early part of 2020 and, have focused on how the pandemic might change established thinking and scholarship in major areas of management studies (e.g., human resources, strategy, entrepreneurship, organizational theory, etc.). In total, 47 commentaries were published in 2020 and 2021 (Available here: <https://onlinelibrary.wiley.com/page/journal/14676486/homepage/covid19-commentaries>), including an introduction to the series by the editors (Muzio and Doh, 2020).

This initiative constituted somewhat of a risk for the journal in terms of its impact factor, in that if these commentaries were included as 'citable' publications by Clarivate but

did not receive at least an average number of citations for *JMS* articles, they would have dragged down *JMS*'s impact factor, especially given that they constituted a substantial share of *JMS* publications over those two years. Despite this risk, *JMS* continued with the COVID-19 commentaries due to their importance for the journal and for our community. In the end, these articles were considered as part of the citable pool, and collectively received hundreds of citations in just the two years following their publication, with some individual commentaries garnering more than 50 Scopus citations.

In addition, *JMS* also instituted 'Thematic Collections' that featured a collection of *JMS* articles on a particular topic and a substantive introduction of the area by a *JMS* editor. To date, thematic collections have been published on corporate social responsibility (see Wickert, 2021), strategy as practice (See Prashantham and Healey, 2023), and business models (see Snihur and Markman, 2023), and a new collection on embracing non-Western contexts is currently under way.

JMS was also one of the first journals to publish both numerous and extensive point-counterpoint (PCP) exchanges. For instance, a PCP exchange on writing review articles (Alvesson and Sandberg, 2020; Elsbach and van Knippenberg, 2020; Patriotta, 2020) has been highly influential, further supporting the journal's orientation towards publishing more review articles (Post et al., 2020). The editors also launched an online exchange built around the PCPs called '*JMS* Dialogues' (Doh and Muzio, 2021).

Throughout this period, submissions to the journal have been growing rapidly – from about 900 in 2010 to nearly 1700 in 2022 and more than 900 in the first half of 2023 alone. Despite this growth, including the transition to ScholarOne, *JMS* has remained committed to offering supportive and developmental feedback to authors throughout the review process, as well as to attracting both contributions and readership from different parts of the world. Table VI shows the breakdown of the number

Table VI. Geographical breakdown of *JMS* submissions and publications (2012–2022)

	<i>Africa</i>		<i>Asia</i>		<i>Australasia</i>		<i>Europe</i>		<i>North America</i>		<i>South America</i>	
	# subs	# pubs	# subs	# pubs	# subs	# pubs	# subs	# pubs	# subs	# pubs	# subs	# pubs
2012	10	0	242	6	55	2	334	29	184	26	9	0
2013	12	0	205	6	39	4	330	30	185	18	11	0
2014	10	0	208	5	57	2	325	29	199	15	13	0
2015	15	0	189	2	31	4	338	14	179	24	8	0
2016	23	0	192	5	49	1	339	28	203	20	14	0
2017	25	0	209	2	34	2	358	29	189	15	18	1
2018	33	1	212	3	48	0	370	31	175	15	14	1
2019	33	0	231	3	52	1	355	28	165	25	22	1
2020	41	0	392	8	44	3	433	28	222	33	31	0
2021	41	0	445	9	71	3	498	49	252	45	22	0
2022	30	1	621	7	78	3	642	38	285	25	28	1

Note: # subs – number of submissions; # pubs – number of publications; Assigned based on the affiliation of the first author of the paper.

of submissions and number of publications across different continents from 2012 to 2022. Notably, during this period submissions from Asia have more than doubled, and *JMS* has received first submissions from a number of countries ranging from Morocco to Palestine and Belarus^[7]. Moreover, during this period, first publications from Portugal, the Philippines, Turkey, Luxembourg, South Africa, and Monaco appeared in *JMS*.

On the whole, the review of these initiatives suggests that *JMS* has strengthened its position as an international and outward-looking journal that attracts submissions from across the world. Significant funding to support early career scholars and scholars from developing countries to attend *JMS* paper and idea development workshops and conferences should also lead to a more internationally diverse publication record as well.

DISCUSSION AND CONCLUSIONS

Focusing on the 2012–22 period, our bibliometric review analysed the extent to which *JMS* has retained its international reputation as a leading journal in management and organization studies and explored disciplines, theories, and methods of *JMS* articles that were published in the last decade. We also examined diversity of authorship teams through various prisms (e.g., internationality, interdisciplinarity, and gender) and reviewed different innovations that the journal has introduced to engage with its community and beyond. In this section, we integrate key findings of our bibliometric framework and offer a few ideas of how we see *JMS* evolving in the future.

Compared to the review by Clark et al. (2014), which covered the journal's first five decades, our findings show that *JMS* has not only maintained its international reputation as a leading outlet for cutting-edge management research, but it has even further improved its standing, sitting comfortably in the group of journals of the highest ranking as per the CABS academic journal guide. Like Clark et al. (2014), our findings showed that organization studies, strategy, and organizational psychology were the most represented disciplines in *JMS* articles, with a steady increase in entrepreneurship and international business articles, and CSR featuring prominently as a discipline from 2012–22. Interestingly, we also observed a relatively large share of *JMS* papers that would fit the non-management disciplines like economics or accounting and finance, in line with the overall assertion of inter-disciplinary appeal and impact for *JMS* as a journal.

We also observed that *JMS* articles from 2012–22 have drawn from more diverse management and organization studies theories and have employed qualitative methods more frequently than articles published in other top management journals. These findings are largely aligned with an inclusive ethos of *JMS*, whereby the journal emphasizes plurality and openness to diverse topics, methods, and levels of analyses.

Different from Clark et al. (2014), our review sought to dig deeper into the geographic and gender diversity of *JMS* authorship teams. In our review period, more than 50 per cent of *JMS* articles had a least one female author, and we also noticed that just short of 10 per cent of *JMS* articles had female-only authors. This is mirrored by *JMS*'s efforts to increase the gender diversity of its editorial board, where it has made steady, albeit modest, progress^[8]. Recently, a number of scholars have called on the academy to go further by inviting 'a wider range

of approaches to theorizing. This can include editors encouraging theorizing and empirical research that draws on scholars' sensitivity and reflexivity when engaging in theory building and testing as scholarly conversations. Editors could also encourage scholars to consider the broader implications of their work with respect to gender inclusion' (Gooty et al., 2023).

In our qualitative analyses, we employed first-hand information to review various initiatives that have been instituted in the journal over the last decade including funding; professional and paper-development workshops; conferences; and other capacity-building events to foster and enlarge a community of scholars with a particular focus on PhD students, early career researchers, and scholars from less represented geographical regions. In addition, we reviewed some of the initiatives and innovations introduced by *JMS* editorship (e.g., *JMS* Says, Point-Counterpoints, or the COVID-19 essays) that have further spurred the diversity of academic expression and enriched our understanding of topical management issues, even if we do not necessarily agree with them.

The future for *JMS* appears bright. The journal has shown a remarkable trajectory over the last decade, both in terms of publishing diverse and high-quality research and in continuously innovating its offerings (i.e., article formats) and outreach to the global community of management scholars. The journal has amassed a substantial following across the world and has established itself as distinct, inclusive, and developmental journal. The new directions in open-access publishing will pose challenges to all academic journals, but we see *JMS* to be in a strong position to cope with these challenges through its strong international reputation; inclusive ethos; and wide, international outreach.

We envisage that *JMS* can help lead the way towards impactful, interdisciplinary research that can address grand challenges (Wickert et al., 2021) while continuing to serve as a platform for conversations across management sub-disciplines (Healey et al., 2023). Subsequently, we expect an increase in articles that address artificial intelligence, geo-political tensions, sustainability, climate change, responsible management, poverty, and inequalities, to give a few examples, which inherently call for interdisciplinary approaches.

Finally, our study contributes to the research area of bibliometric and review studies. We develop a comprehensive framework for capturing both the identity and performance of a journal, one that blends in traditional bibliometric analyses that have been employed for decades (e.g., through comparisons of impact factors, mapping of keywords, listings of the best cited papers or prolific authors, etc.) with novel indicators for assessing the performance of a journal. Specifically, we have paid special attention to *diversity* across several dimensions, including interdisciplinarity, internationality, and gender. Our results indicate unanimously that diversity is beneficial for scientific impact, supporting ongoing efforts to further democratize research and science. In addition, our methodology has also proposed new analytical tools, such as the process of identifying sub-disciplines to which *JMS* publications belong to by analysing their backward references. This technique is particularly useful for examining and mapping generalist journals that publish a variety of studies from multiple sub-disciplines. Likewise, we have proposed several new diversity measures around gender (e.g., number of female-led papers, number of all female papers) and authorship (e.g., number of new scholars that have not previously published in the journal) to better assess a

journal's ability to cater to new and more diverse groups of scholars. We thus hope that these tools will make their way into typical bibliometric analyses in the future.

In this review, we have sought to document and assess key elements of *JMS*'s contributions to management theory and practice over the past decade. We also strove to introduce some novel and insightful approaches to bibliometric reviews that may be applicable to other contexts. *JMS*'s 60-year history, including the most recent decade, is marked by growth, evolution, accomplishment, and impact. We hope the next 60 years of the journal continue this positive trajectory.

ACKNOWLEDGEMENTS

We are grateful to Special Editor Bill Harley, to the current general editors (Caroline Gatrell, Corinne Post, and Chris Wickert), and two immediate past general editors (Gerardo Patriotta and Daniel Muzio) for their constructive comments and suggestions on our previous draft. We would also like to thank Margaret Turner, *JMS* managing editor, and Joanne Cheseldine, *JMS* marketing coordinator, for providing invaluable knowledge about journal initiatives and innovations over the past decade.

NOTES

- [1] Clark et al. (2014) limited the time horizon of their study to articles published between 1964 and 2010, presumably so that they could gather their data and conduct their analysis such that the review article would be available in 2014. For similar reasons, we initially limited our analysis to the 2012–22 period such that we were able to capture an even decade leading up to the 60th anniversary, allowing sufficient time for us to gather our data and conduct our analysis.
- [2] Usually this excludes editorials, corrections, notes, retractions, and discussion pieces.
- [3] In a pilot attempt, we have also considered coding of sub-disciplines according to AOM's structure of Divisions and Interest Groups. Nevertheless, after coding an initial batch of 50 random papers between all co-authors we realized that there was great variation between coders in terms of the perceived disciplinary affiliation. The discrepancies were lower when considering multiple categories, but this made the analysis more difficult in terms of synthesizing the results (e.g., assigning a paper to 2–3 disciplines). Subsequently, we decided to adopt data-driven techniques instead of relying on human coding for this variable.
- [4] Following a reviewer comment, we also went back and examined these papers to confirm that indeed their main affiliation (e.g., Economics) is warranted.
- [5] As of October 2023, the journal had over 4500 followers on Facebook, and over 14,000 and 9000 on LinkedIn and Twitter, respectively. The most-read posts on the Management Studies Insights blog had well over 1000 views, with the most read post on economic lives of Rohingya refugees, based on the essay by Chowdhury (2021), reaching almost 3000 views.
- [6] This editorial has received over 3000 full-text views as of October 2023.
- [7] *JMS* first submissions during 2012–22 include scholars from Croatia, Indonesia, Namibia, Palestine, Benin, Fiji, Slovakia, Bahrain, Belarus, Colombia, Zambia, Iceland, Kenya, Lithuania, Syria, Mauritius, Guyana, Costa Rica, Togo, Iraq, Albania, Hungary, Cameroon, Zimbabwe, Uzbekistan, Sudan, Uruguay, Morocco, Yemen, Brunei, Ecuador, Moldova, Malawi, Senegal, Bulgaria, Mongolia, Afghanistan, Kyrgyzstan, and Madagascar.
- [8] The percentage of females on the EB increased from just over 16% in 2010 to just under 28% in 2022. The biggest jump occurred from 2020 (just over 19%) to 2022 (just under 28%) as a result of a purposeful effort on the part of the editorial leadership. Moreover, currently two of three general editors are female; however, just four of 12 associate editors are female.

REFERENCES

- Aguinis, H., Cummings, C., Ramani, R. S. and Cummings, T. G. (2020). “‘An A is an A’: the new bottom line for valuing academic research”. *Academy of Management Perspectives*, **34**, 135–54.

- Alvesson, M. and Sandberg, J. (2020). 'The problematizing review: A counterpoint to Elsbach and Van Knippenberg's argument for integrative reviews'. *Journal of Management Studies*, **57**, 1290–304.
- Chowdhury, R. (2021). 'The mobilization of noncooperative spaces: Reflections from Rohingya refugee camps'. *Journal of Management Studies*, **58**, 914–21.
- Christensen, C. M., McDonald, R., Altman, E. J. and Palmer, J. E. (2018). 'Disruptive innovation: An intellectual history and directions for future research'. *Journal of Management Studies*, **55**, 1043–78.
- Clair, J. A. (2015). 'Toward a bill of rights for manuscript submitters'. *Academy of Management Learning & Education*, **14**, 111–31. <https://doi.org/10.5465/amle.2013.0371>.
- Clark, T., Wright, M., Iskoujina, Z. and Garnett, P. (2014). 'JMS at 50: Trends over Time'. *Journal of Management Studies*, **51**, 19–37.
- Clark, T., Wright, M. and Ketchen, D. J., Jr. (2016). *Publishing in Top International Business and Management Journals*. Edward Elgar Publishing Limited.
- Colquitt, J. A. and Zapata-Phelan, C. P. (2007). 'Trends in theory building and theory testing: A five-decade study of the Academy of Management Journal'. *Academy of Management Journal*, **50**, 1281–303.
- Davis, G. F. (2014). 'Editorial Essay: Why do we still have journals?'. *Administrative Science Quarterly*, **59**, 193–201. <https://doi.org/10.1177/0001839214534186>.
- Doh, J. P. and Muzio, D. (2021). 'News from the editors: Celebrating the past, welcoming the future'. *Journal of Management Studies*, **58**, 238–39.
- Elsbach, K. D. and van Knippenberg, D. (2020). 'Creating high-impact literature reviews: An argument for "integrative reviews"'. *Journal of Management Studies*, **57**, 1277–89.
- Felin, T., Foss, N. J., Heimeriks, K. H. and Madsen, T. L. (2012). 'Microfoundations of routines and capabilities: Individuals, processes, and structure'. *Journal of Management Studies*, **49**, 1351–74.
- Gooty, J., Ruggs, E. N., Aguinis, H., Bergeron, D., Eby, L. T., van Knippenberg, D., Post, C., Rupp, D. E., Thatcher, S. M. B., Tonidandel, S. and Yammarino, F. J. (2023). 'Stronger together: A call for gender-inclusive leadership in business schools'. *Journal of Management*, **49**, 2531–40.
- Hanelt, A., Bohnsack, R., Marz, D. and Antunes Marante, C. (2021). 'A systematic review of the literature on digital transformation: Insights and implications for strategy and organizational change'. *Journal of Management Studies*, **58**, 1159–97.
- Hawawini, G. (2016). *The Internationalization of Higher Education and Business Schools: A Critical Review*. Singapore: Springer.
- Healey, M. P., Leroy, H., Post, C. and Potočnik, K. (2023). 'Changing the scholarly conversation: What it means, why it matters, and how to approach it in micro research'. *Journal of Management Studies*, **60**, 1633–56. <https://doi.org/10.1111/joms.12924>.
- Hoskisson, R. E., Wright, M., Filatotchev, I. and Peng, M. W. (2013). 'Emerging multinationals from mid-range economies: The influence of institutions and factor markets'. *Journal of Management Studies*, **50**, 1295–321.
- Krammer, S. M. (2009). 'Drivers of national innovation in transition: Evidence from a panel of Eastern European countries'. *Research Policy*, **38**, 845–60.
- Krammer, S. M. (2016). 'The role of diversification profiles and dyadic characteristics in the formation of technological alliances: Differences between exploitation and exploration in a low-tech industry'. *Research Policy*, **45**, 517–32.
- Krammer, S. M. and Dahlin, P. (2023). 'An Ivory tower of Babel? The impact of size and diversity of teams on research performance in business schools'. *Academy of Management Learning & Education*. <https://doi.org/10.5465/amle.2021.0063>.
- Larivière, V., Ni, C., Gingras, Y., Cronin, B. and Sugimoto, C. R. (2013). 'Bibliometrics: global gender disparities in science'. *Nature*, **504**, 211–13.
- Lerback, J. and Hanson, B. (2017). 'Journals invite too few women to referee'. *Nature*, **541**, 455–57.
- Maltseva, D. and Batagelj, V. (2020). 'Towards a systematic description of the field using keywords analysis: Main topics in social networks'. *Scientometrics*, **123**, 357–82.
- Muzio, D. and Doh, J. P. (2020). 'Introduction to the COVID-19 Commentaries'. *Journal of Management Studies*, **57**, 1725–26.
- Patriotta, G. (2017). 'Crafting papers for publication: Novelty and convention in academic writing'. *Journal of Management Studies*, **54**, 747–59.
- Patriotta, G. (2020). 'Writing impactful review articles'. *Journal of Management Studies*, **57**, 1272–76.
- Post, C., Sarala, R., Gatrell, C. and Prescott, J. (2020). 'Advancing theory with review articles'. *Journal of Management Studies*, **57**, 351–76. <https://doi.org/10.1111/joms.12549>.

- Prashantham, S. and Healey, M. P. (2023). 'Strategy as practice research: Reflections on its rationale, approach, and contributions'. *Journal of Management Studies*, **59**, e1–e17. <https://doi.org/10.1111/joms.12862>.
- Ryan, S. and Neumann, R. (2013). 'Interdisciplinarity in an era of new public management: A case study of graduate business schools'. *Studies in Higher Education*, **38**, 192–206.
- Sandhu, S., Perera, S. and Sardeshmukh, S. R. (2019). 'Charted courses and meandering trails: Crafting success and impact as business school academics'. *Academy of Management Learning & Education*, **18**, 153–85.
- Shen, Y. A., Webster, J. M., Shoda, Y. and Fine, I. (2018). 'Persistent underrepresentation of women's science in high profile journals'. *BioRxiv*, 275362.
- Snihur, Y. and Markman, G. (2023). 'Business model research: Past, present, and future'. *Journal of Management Studies*, **60**, e1–e14. <https://doi.org/10.1111/joms.12928>.
- Symonds, M. R., Gemmell, N. J., Braisher, T. L., Gorringer, K. L. and Elgar, M. A. (2006). 'Gender differences in publication output: Towards an unbiased metric of research performance'. *PLoS One*, **1**, e127.
- Teece, D. J. (2012). 'Dynamic capabilities: Routines versus entrepreneurial action'. *Journal of Management Studies*, **49**, 1395–401.
- Thomas, L., Billsberry, J., Ambrosini, V. and Barton, H. (2014). 'Convergence and divergence dynamics in British and French Business Schools: How will the pressure for accreditation influence these dynamics?' *British Journal of Management*, **25**, 305–19.
- Vishwanathan, P., van Oosterhout, H., Heugens, P. P., Duran, P. and Van Essen, M. (2020). 'Strategic CSR: A concept building meta-analysis'. *Journal of Management Studies*, **57**, 314–50.
- Wickert, C. (2021). 'Corporate social responsibility research in the *Journal of Management Studies*: A shift from a business-centric to a society-centric focus'. *Journal of Management Studies*, **58**, E1–E17. <https://doi.org/10.1111/joms.12775>.
- Wickert, C., Post, C., Doh, J. P., Prescott, J. E. and Prencipe, A. (2021). 'Management research that makes a difference: Broadening the meaning of impact'. *Journal of Management Studies*, **58**, 297–320. <https://doi.org/10.1111/joms.12666>.
- Wooldridge, J. M. (2002). *Econometric Analysis of Cross Section and Panel Data*. Cambridge, MA: MIT Press.
- Zhang, S., Wu, X. and You, Z. (2017). 'Jaccard distance based weighted sparse representation for coarse-to-fine plant species recognition'. *PLoS One*, **12**, e0178317.

SUPPORTING INFORMATION

Additional supporting information may be found in the online version of this article at the publisher's web site.