

ANZAM Doctoral Colloquium: How to build networks and publish in Management?

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Introduce myself

- PhD director since 2005
- Started in Melbourne in May 2001, previous positions in Bradford (UK), Maastricht, Tilburg & Heerlen (all in the Netherlands)
- Dual membership of IB and HRM group
- PhD coursework and 50% ARC research project
- Associate/departmental editor:
 - Intl. Journal of Cross-Cultural Management
 - Australian Jnl of Management (Strategy)
 - Journal of Intl. Business Studies (Culture)
- Consulting editor/member:
 - Intl. Business Review
 - Human Resource Management
 - European Management Review
 - Intl. Journal of Management Reviews
 - Management Intl. Review
 - Thunderbird Intl. Review

Research programmes

- International HRM and staffing policies
- HQ-subsiary relationships in MNCs
- Transfer of HRM practices in MNCs
- Language in International business
- The international research process
- Quality & Impact of Academic Research
- If you want to know more about these or any aspect of my academic profile, visit www.harzing.com

International research process

Some papers/projects that may be of use to you in your studies:

- The myth of expatriate failure and adequate referencing (Int. Journal of HRM 1995, Jnl of Organizational Behaviour 2002)
- Doing cross-national mail surveys, problems and response rates (Intl. Business Review 1997, Industrial Marketing Management 2000)
- Impact of language of questionnaire on response, cultural accommodation (Language and Intercultural Communication 2002, Intl. Journal of Cross Cultural Mgmt 2005)
- Differences in response styles between countries (IJCCM 2006)
- Cultural stability (IJCCM 2004); US culture pre- and post 9/11; more hierarchical, less cosmopolitan
- The role of culture in entry mode studies (Advances in International Management 2004); how mechanistic use of cultural distance measures obscures the impact of other factors on entry modes
- Publication patterns of Australian academics in an international context (Australian Journal of Management, 2005)
- Diversity (gender & nationality) in editorial boards in management and marketing (with Isabel Metz, AMLE, 2009)



Some personal tips

- Be sure your project is manageable, but if you want to make a difference, be daring
 - This is probably the only time in your life you'll have this much time to devote to research only
- Communicate & collaborate, don't just sit in your office
- Build a website, see www.harzing.com
 - If your university offers you the opportunity to have a personal page, take it!
- Be prepared for inevitable periods of loneliness and isolation; you'll survive them!
- Take the opportunity to get involved in the life of your department through teaching, research assistance, being student member of committees etc.
- Enjoy being a student and learn as much as you can!



The academic community

- Become a member of professional organisations
 - Yes you can get the journals in the library, but they offer much more than that; you are part of the community
 - I am member of AoM, EURAM, EIBA, AIB, IACCP (SMS, EGOS, ABC); too much for you, but select at least one important to you.
- Conferences
 - Yes I know they are expensive, but they can be crucial to get the latest knowledge
 - If you cannot attend go through the programme/proceedings and request relevant papers; offer to review papers
- Mailing lists
 - A cheap alternative to memberships and conferences
 - Introduce yourself and participate actively
- Ask supervisor for introductions & build your own network
 - Current PhD students might be future academic colleagues



Networking (modified from Phil Agre, <http://polaris.gseis.ucla.edu/pagre>)

- Do some good research
 - You should have something to talk about
 - Attend conferences without a paper only if you go to e.g. a doctoral consortium
- Identify relevant people
 - With whom do you have a mutual interest
 - Who do you cite?
- Write to these people individually
 - Send them one of your papers (that cites their work correctly)
 - Include a nice cover letter
 - Can be done by email, but mail might have more impact
- Meet people face-to-face at professional meeting
 - Have a **brief** chat after their presentation, follow up at social
 - Before meeting, go through emails and draw up list



Networking (2)

- Exchange drafts
 - Easier with someone at the same level in the hierarchy
 - Can be done with selected senior as well, but only if they already act as mentors
 - Don't take comments personally, don't "set the reader straight", **always** thank someone, they have spent valuable time on **your** paper
 - Be willing to reciprocate, you can offer valuable advice too!
- Follow up
 - Keep coming up with simple ways to be useful to people in your network, alert them to articles/vacancies, mention their work to other people, get them invitations to speak, etc.
 - Email can provide steady low-key background of useful two-way interactions
 - Keep it professional (although some people in your network might become friends)



At a conference..

- Prepare, prepare, prepare..
- Prepare your presentation
- Prepare your research brief in different versions:
 - the elevator/coffee line version
 - the end-of-talk version
 - the reception version
- Prepare small talk
 - How do you like the conference, are you presenting a paper, when did you fly in, have you ever been to the conference before, where are you from...
- Prepare networking
 - Identify people you want to talk to and sessions you want to attend **ahead** of time, some conferences (e.g. AoM) allow you to draw up personalised programmes



Why Collaborate?*

- Everything you do in research will be subject to the scrutiny of “Peer Review”
 - applying for a grant
 - presenting your work at a conference
 - getting your work published, etc
- Reviewers are just people
 - rarely completely dispassionate and objective
- Research takes place in a social context
- We need a lot of friends out there

* This slide and the next 3 are based on a presentation by Prof. Andy Gleadow; used with his permission



Building Reputation

- By the sheer brilliance of your work ? - maybe
- Good work - definitely required
- Get out and tell people about your work, and...
 - Listen to them about theirs
- Differentiate your work from others, but also maximise complementarity
- Good supervisors tell people about your work and introduce you to others at every opportunity
- BUT: They can only do so if you keep them informed and subtly remind them occasionally; we are all very busy academics



Making Contacts

- Get to know peers - cultivate contacts - send congratulations, keep in touch
- Conferences one of the best ways to do this
- Seek out those in related areas
- Get involved in informal discussion with them
- Treat every new contact as a potential opportunity
- Be very careful how you criticise others' work
- Make friends not enemies
- Don't be shy with famous people, but avoid temptation to collect 'names'



Building Industry Linkages

- Hard Work!
- Need to be where industry people are
 - presentations at industry-based conferences
 - make in-house presentations if you can
- Industry contacts require maintenance
 - much more mobile, frequent role changes
 - update contacts as people move
 - seek introductions to new incumbents
- Often focused on shorter-term priorities
 - need to listen carefully
 - generally you need them much more than they need you



Publishing: An Art that can be Mastered*

- Just as in teaching, there are skills that can be acquired for successful publishing
- Can learn from the masters, as well as from your own experiences
- “Luck is the residue of planning, preparation, and discipline”
- Crafting manuscripts for publication should be rewarding in itself; need to “enjoy the process!”

* This slide and the next six are adapted from a presentation by Tamer Cavusgil at ANZIBA 2004, used with his permission



Target Suitable Journals

- Character of publication outlets varies greatly with respect to:
 - Topical coverage
 - Quantitative vs. qualitative papers
 - Managerial vs. academic focus
 - Refereed vs. open submission vs by invitation
 - Target audience/readership profile
 - Acceptance rate
 - Frequency of publication...



Do this BEFORE you...!

- Have your methodology reviewed prior to collecting data
- Decide on a target outlet before you write the paper
- Peruse recent issues of the target journal to gather impressions of length, formatting, etc., before you write
- Have your manuscript reviewed before you submit it to a journal



Proper Positioning

- Does your paper have a non-ambiguous purpose as primarily:
 - Empirical
 - Methodological
 - Conceptual / thought piece
 - Replication
 - Case study
 - Literature review or meta analysis?
- Does it fit nicely with a literature stream?
- Does it have a modest, rather than ambitious, promise? (The narrower the better!)



New or Novel Contribution?

- Provide fresh insights, explanations?
- Crystallize thinking?
- Propose new constructs or conceptualization?
- Offer insightful prescriptions for management?
- Explain industry or executive behavior?
- Add to a debate?



Now, the Crafting Part...

- Your skill as a story teller: Take the reader through the steps
- Convey your message early and simply; grab the reader's interest
- Don't be a mystery writer! Be explicit in your purpose; deliver promise; and reinforce
- Be meticulous with respect to structure, organization, flow, style, referencing, grammar...
- Get help from professional editors to improve readability
- Make ample use of tables, charts, illustrations
- Is the length commensurate with contribution?



Those Gatekeepers!

- Until accepted, you have written the paper for 3-4 gatekeepers!
- Try to anticipate their potential objections
- Acknowledge key contributors to research stream
- Be prepared for harsh and inconsistent reviews; don't take it personally
- Rejection is not failure if you learn from it!
 - Everyone gets rejections, even top scholars
 - **Persistence** is the only way to survive (SMJ 2002, conference paper early 1998, only one conference paper not yet published)



Discipline in the Revision Process

- Invitation to revise: Cause for celebration!
- Revision = Success at major journals
- Be responsive and comprehensive in your reply comments to reviewers and editor
- Be prompt; revision at a top journal should be a top priority!



Top 10 Reasons for Rejection

10. Wrong journal
9. Topic too trivial
8. Results too obvious
7. Analysis is flawed
6. Measures are weak
5. Inappropriate method
4. Weak empirical support
3. Inadequate conceptualization/theory
2. "Half-baked" ideas
1. Marginal contribution

Journal rankings: why?

- Being refereed is not enough as quality control measure
 - SMJ/AMJ/ASQ/AMR/JIBS, three reviewers, reviews each 2-5 pages long, 2-3 revisions taking several weeks each
 - Unnamed, 1 reviewer, 10-line review, one 3-hour revision OR.....
 - Unnamed, ? reviewer, editor accepts without changes
- Acceptance rates give some indication
 - Difficult to calculate and compare across journals
 - Lower-level journals generally get lower-level submissions, so their acceptance rate might still be low
- Two main measures
 - Impact ratings (average citation per article)
 - Peer evaluation through surveys
 - The two measures show reasonably strong correlations

Journal Quality List (www.harzing.com)

- Originally developed in 2000 as response to ranking used by my then employer that ranked JIBS as “C” and MIR as “D/E”
- Continuously expanded and updated, now in its 20th edition
- Contains 17 different rankings of some 850 journals; SSCI impact scores excluded after warning from Thomson
 - Includes British, US, Dutch, Hong Kong and Australian rankings
- Is used all over the world
 - > 20,000 downloads every year
 - Downloaded by academics at e.g.: McGill, Toronto, MIT, Harvard, Stanford, INSEAD, Copenhagen Business School, Stockholm School of Economics, IESE, IMD, Chinese University of Hong Kong, Erasmus, Cranfield, Strathclyde, Warwick and LSE
 - Has been cited in five academic publications
 - Half of the people I meet at conferences know my JQL rather than my research :-)

Further reading

■ The Academic's Support Kit

- Sage Publications 2005, Boden/Epstein/Kenway
- Six 100 page booklets
 - Building your academic career
 - Getting started on research
 - Writing for publication
 - Teaching and supervision
 - Writing and managing research funding
 - Building networks

■ The Compleat Academic. A Career Guide

- APA 2004, edited volume, Darley/Zanna/Roediger
- 20 chapters from The Hiring Process in Academia to Power, Politics and Survival in Academia

The End!



Any questions or comments?