Editorial Policies and Codes of Ethics for Some Major International Management Journals

ACADEMY OF MANAGEMENT JOURNAL
http://journals.aomonline.org/amj/contributor_information.html

Information for Contributors

Mission Statement

      The mission of the Academy of Management Journal is to publish empirical research that tests, extends, or builds management theory and contributes to management practice. All empirical methods—including, but not limited to, qualitative, quantitative, field, laboratory, meta-analytic, and combination methods—are welcome. To be published in AMJ, a manuscript must make strong empirical and theoretical contributions and highlight the significance of those contributions to the management field. Thus, preference is given to submissions that test, extend, or build strong theoretical frameworks while empirically examining issues with high importance for management theory and practice. AMJ is not tied to any particular discipline, level of analysis, or national context.

      Authors should strive to produce original, insightful, interesting, important, and theoretically bold research. Demonstration of a significant "value-added" contribution to the field's understanding of an issue or topic is crucial to acceptance for publication. A list of the works awarded AMJ's Best Article Award appears elsewhere on the AMJ Web page; these provide good examples of the type of work the Journal seeks to publish.

Criteria for Publication

      All articles published in the Academy of Management Journal must make strong empirical contributions. Submissions that do not offer an empirical contribution will not be reviewed. Purely conceptual papers should be submitted to the Academy of Management Review. Papers focusing on management education should be sent to Academy of Management Learning and Education. Manuscripts that are evidence based rather than theory driven and papers with a primary focus of bringing new perspectives to an academic debate should be submitted to the Academy of Management Perspectives. Responses to or commentaries on previously published articles will be considered only if they make independent empirical contributions. Moreover, these submissions will also be peer reviewed.

      A manuscript's empirical contribution is usually the most difficult element to revise in response to reviewer concerns, since measures and methods have already been applied and data collected. Two of the most common sources of manuscript rejection involve: (1) creation of new, weakly validated measures when well-validated ones already exist, and (2) implementation of

flawed research designs. Because both these features are determined at the research design stage, authors should seek peer review of their research designs and instrumentation before collecting their data.

All articles published in the Academy of Management Journal must also make strong theoretical contributions. Meaningful new implications or insights for theory must be present in all AMJ articles, although such insights may be developed in a variety of ways (e.g., falsification of conventional understanding, theory building through inductive or qualitative research, first empirical testing of a theory, meta-analysis with theoretical implications, constructive replication that clarifies the boundaries or range of a theory). Submissions should clearly communicate the nature of their theoretical contribution in relation to the existing management and organizational literatures. Methodological articles are welcome, but they must contain accompanying theoretical and empirical contributions.

All articles published in the Academy of Management Journal must also be relevant to practice. The best submissions are those that identify both a compelling management issue and a strong theoretical framework for addressing it. We realize that practical relevance may be rather indirect in some cases; however, authors should be as specific as possible about potential implications.

All articles published in the Academy of Management Journal must be accessible to the Academy's wide-ranging readership. The fields and topics of interest to the Academy membership are reflected in the divisions and interest groups listed on the inside front cover of the Journal and on the Academy's Web page. Authors should make evident the contributions of specialized research to general management theory and practice, should avoid jargon, and should define specialized terms and analytic techniques.

Manuscripts will be evaluated by the action editor in terms of their contribution-to-length ratio. Thus, manuscripts should be written as simply and concisely as possible without sacrificing meaningfulness or clarity of exposition. Typically, papers should be no longer than 40 double-spaced pages (using one-inch margins and Times New Roman 12-point font), inclusive of references, tables, figures and appendixes. AMJ reserves the right to ask authors to shorten excessively long papers before they are entered in the review process. However, we recognize that papers intended to make very extensive contributions or that require additional space for data presentation or references (such as meta-analyses, qualitative works, and work using multiple data sets) may require more than 40 pages.

Submission Requirements

When authors submit their manuscripts to AMJ for publication consideration, they agree to abide by AMJ's publication requirements. Specifically, an author must:

- Agree that their manuscript is not under review for publication elsewhere, and will not be submitted to another publication entity during the review period at AMJ.
- Attest that the manuscript reports empirical results that have not been published previously. Authors whose manuscripts utilize data that are reported in any other manuscript, published or not, are required to inform the editor of these reports at the time of submission.
- Confirm that their manuscripts have not previously been submitted to AMJ for review. Submission of manuscripts previously published in Academy Proceedings is acceptable; similarly, prior presentation at a conference or concurrent consideration for presentation at a conference does not disqualify a manuscript from submission to AMJ.

- Agree that working papers, prior drafts, and/or final versions of submitted manuscripts that are posted on a Web site (e.g., personal, departmental, university, or working series sites) will be taken down during the review process.

The Review Process

Desk rejections. When a manuscript is first received, the editor makes an initial judgment (sometimes with the assistance of an expedited blind review) about the suitability of the manuscript for AMJ. Manuscripts deemed not to fit with the mission of AMJ (e.g., no empirical data) or to be extremely weak (e.g., containing fatal methodological flaws or no incremental theoretical or empirical contribution) may be rejected at this point.

Normal review process. For each manuscript that passes the initial review stage, the editor assigns an action editor (either him- or herself or an associate editor or guest editor) and three reviewers.   The manuscript's action editor makes publication decisions about it. However, these decisions are made in conjunction with recommendations provided by members of the Journal's Editorial Board or other qualified reviewers. All submissions will be blind reviewed; manuscripts prepared in a way that compromises blind review may be returned for revision prior to being reviewed. The guidelines for reviewers are available elsewhere on the AMJ Web page. The Manuscript Evaluation Form used by reviewers can be viewed here (reviewer.form.2008.pdf)

Submission of a manuscript to the Journal also carries an implicit quid pro quo: willingness to review for the AMJ. The cornerstone of the editorial process at AMJ is the willingness of colleagues to provide each other feedback through the peer review process. Authors who submit manuscripts to AMJ for review are expected to reciprocate by reviewing for AMJ if called upon to do so.

The Journal strives to provide constructive and developmental feedback to authors within approximately two months. However, the initial quality of the manuscript can dramatically influence both the efficiency and effectiveness of the review process. The better developed a manuscript and the ideas it contains, the easier it will be to review, and the better the feedback its author will receive. Therefore, manuscripts should always be reviewed by your scholarly colleagues prior to submission to the Journal.

Prepare manuscripts in accordance with the Journal's "Style Guide for Authors," which appears on the AMJ's Web page (http://aom.pace.edu/amjnew/style_guide.html). Manuscripts that are inappropriately prepared tend to be less favorably reviewed, and may be returned to the author for revision prior to submission to the full review process.

Guidelines for Reviewers

Developmental Reviews

It is important that authors learn from the reviews and feel that they have benefited from the AMJ review process. Therefore, it is never enough just to say that you do or don't like a paper.

- Be Specific: It is crucial that you tell the author what the problems are and how these problems can be addressed (where possible). This advice should be in the form of specific comments, reactions, and suggestions. The more specific you can be, the more helpful your review. It is also helpful to the author (and action editor) if you number your points or paragraphs to facilitate communication in the Action Editor's letter.

- Be Constructive: Even if a paper appears beyond salvation, it is still important that your review be constructive. If the problems cannot be fixed in the current study, try to suggest how the authors could improve their chances in their next research venture.
- Identify Strengths: While it is important to identify critical weaknesses, it is equally important to identify major strengths. One of the most important tasks for a reviewer is to distinguish between limitations that can be fixed in a revision and those that definitely cannot. You are doing a great service to the field any time you can help an author shape a mediocre manuscript into an insightful contribution.
- Consider Contribution: Technical correctness and theoretical coherence are obvious criteria for a successful submission, but don't forget to consider the overall contribution that the manuscript offers. There is no point in our publishing a technically correct and theoretically coherent article if the contribution it offers is not meaningful, interesting, or important.
- Non-English Native Authors: Occasionally you will be asked to review submissions from authors whose native language is not English; in those cases, it will also be important for you to distinguish between the quality of the writing and the quality of the ideas that the writing conveys. These may be good even if they are not expressed well.
- Uncertain Issues: If there are issues about which you are not sure in your review, you might temper your criticisms with an expression of your uncertainty. Better still, take a few minutes to check your facts, if at all possible. Incorrect statements in reviews reflect badly on all of us.

Finally, please do NOT specify your recommendation (accept, reject, or revise) in the comments to the authors. Your recommendation should be made only in private to the Action Editor, who is charged with making the final decision on the manuscript.

Friendly Reviews

It is important that you try to be "author-friendly" in the tone of your reviews. This may be your toughest task as a reviewer. As we all know, someone has put a lot of time and effort into every submission we get, so it is important to treat authors and their work with respect, even if you disagree or find fault with what they have written.
- Personalized Writing Style: When you write your review, imagine what you would say if you were actually giving the authors feedback in person. We ask that you try to personalize your writing style, for instance by using "you" rather than "the author," and "your paper" rather than "the author's paper," in writing your review.
- Don¹t Comment on Authors: Your comments should always be about the paper, not about the authors. Be tough on the issues, not on the authors.
- Support: Always try to find something supportive to say; authors are more likely to appreciate what you think they did wrong if they think you appreciate what they did right. You might think of the good-news/bad-news/good-news style of feedback: begin with something positive and end with something positive. Sandwiching the negative criticism between complimentary comments makes it easier for the author to accept the criticism.
- Don't be Two-Faced: Although we want supportive and friendly reviews, we do not want reviews that are overly kind in the "Comments to Authors," but very negative in the private "Comments to the Editor." Such reviews place the Action Editor in the very awkward position of having to reject articles despite seemingly positive reviews that are

not, in reality, positive. It is good to have empathy for authors, but not to be dishonest with them about the extent of your concerns.

<u>Double-blind Reviews</u>

AMJ's policy of "double-blind" review means that the reviewer and the author do not know the identity of the other. This means that you should not know or guess who wrote the paper. Such knowledge is likely to introduce potential bias in the evaluation.

- Objectivity: Should you have any doubt of your ability to be objective, please request not to review it.
- Confidentiality: Reviewers should not discuss any manuscript with anyone other than the Action Editor at any time.

<u>Pointers on the Substance of the Review</u>

Below are a few pointers on what to look for in a manuscript.

- Theory: Does the paper test, create, or extend management theory in a meaningful way? Does the study inform or improve our understanding of prior theory? Are major concepts clearly defined?
- Literature Review: Does the paper cite appropriate literature and provide proper credit to existing work on the topic? If not, can you offer important references that the author has missed? Does the paper contain an appropriate number of references (i.e., neither over-referencing nor under-referencing)?
- Method: Do the sample, measures, methods, observations, procedures, and statistical analyses ensure internal and external validity? Are the statistical procedures used correctly and appropriately? Are the major assumptions of the statistical techniques reasonably well met (i.e., no major violations)?
- Integration: Does the study provide a good test of the theory and hypotheses, or sufficient empirical grounds for building new theory? Is the method chosen -- either qualitative or quantitative -- appropriate for the research question and theory?
- Contribution: Does the paper make a new and meaningful contribution to the management literature in terms of theory, empirical knowledge, and management practice? Is the topic important and interesting? Is the length of the paper commensurate with its contribution?
- Citations: Have you given proper reference or citation to the original source of the comments that you write in the review if they are taken from others' work (or even your own)?

These are intended as general guidelines for reviewing for AMJ; if you have specific questions, please do not hesitate to contact one of the editors. No journal can ever be better than the quality and dedication of its reviewers. We appreciate your willingness to take time away from your own research and teaching to review and assist the work of others. Reviewing is a crucial contribution you make to the progress of our field.

As a small token of our appreciation, we list the names of all ad hoc reviewers from a given year in the following year's February issue of AMJ.

Code of Ethics

<u>Preamble</u>

The Academy of Management is devoted to increasing scientific and professional knowledge of management practices. It promotes the use of such knowledge to improve the work lives of individuals, the efficiency and effectiveness of organizations, and the well-being of society as a whole. The AOM ensures that attention is paid to the rights and well-being of all organizational stakeholders.

AOM members respect and protect civil and human rights and the central importance of freedom of inquiry and expression in research, teaching, and publication. They seek to help managers, employers, and public officials develop informed judgments and choices concerning the impact of business practices on individual employees and society, both nationally and globally. In doing so, AOM members perform many roles, acting as researchers, teachers, consultants, diagnosticians, supervisors, administrators, commentators, and social interventionists. AOM members realize that to maintain ethical standards they must make a personal, lifelong commitment to behaving ethically themselves; to encouraging students, supervisees, employees, employers, and colleagues to behave ethically; and to consulting with others when ethical questions arise.

NOTE: "AOM Member(s)", when applicable, generally speaks to members of the Academy of Management as well as nonmembers participating in AOM activities.

<u>General Principles</u>

These general principles are aspirations and serve as a guide for AOM members in determining ethical courses of action in various contexts. They exemplify the highest ideals of professional conduct and are intended to challenge members to the highest ethical ideals of the profession.

1. Responsibility: AOM members establish relationships of trust with those with whom they work (students, colleagues, administrators, clients). They are aware of their professional and scientific responsibilities to society and to the specific communities in which they work. AOM members uphold professional standards of conduct, clarify their professional roles and obligations, accept appropriate responsibility for their behavior, and seek to manage conflicts of interest that could lead to exploitation or harm. They are concerned about the ethicality of their colleagues' scientific, educational, and professional conduct. They strive to contribute portions of their professional time for little or no compensation or personal advantage.

2. Integrity: AOM members seek to promote accuracy, honesty, and truthfulness in the science, teaching, and practice of their profession. In these activities AOM members do not steal, cheat, or engage in fraud, subterfuge, or intentional misrepresentation of fact. They strive to keep their promises, to avoid unwise or unclear commitments, and to reach for excellence in teaching, scholarship, and practice. They treat students, colleagues, research subjects, and clients with respect, dignity, fairness, and caring. They accurately and fairly represent their areas and degrees of expertise.

3. Respect for People's Rights and Dignity: AOM members respect the dignity and worth of all people and the rights of individuals to privacy, confidentiality, and self-determination. AOM members are aware of and respect cultural, individual, and role differences, including those based on age, gender identity, race, ethnicity, culture, national origin, religion, sexual orientation, disability, language, and socioeconomic status, and they consider these factors when

working with all people. AOM members try to eliminate the effect on their work of biases based on these factors and they do not knowingly participate in or condone activities of others based upon such prejudices. The AOM and its members are also committed to providing academic and professional work environments that are free of sexual harassment and all forms of sexual intimidation and exploitation.

Professional Principles
　　Our professional goals are to enhance the learning of students and colleagues and the effectiveness of organizations through our teaching, research, and practice of management. We have five major responsibilities:

1. To our students. Relationships with students require respect, fairness, and caring, along with commitment to our subject matter and to teaching excellence. We accomplish this by:
   - Striving for teaching excellence. It is the duty of Academy members who are educators to maintain current knowledge of their fields; to devote sufficient time to preparation, classroom communication, and timely grading; and to sensitize students to the ethical dimensions of management.
   - Showing respect for students. It is the duty of Academy members who are educators to show appropriate respect for students' feelings, interests, needs, contributions, intellectual freedom, and rights to privacy.
   - Maintaining objectivity and fairness. It is the duty of Academy members who are educators to treat students equitably. Impartiality, objectivity, and fairness are required in all dealings with students.
   - Counseling students. It is the duty of Academy members to be helpful and sensitive in counseling students.

2. To the advancement of managerial knowledge. Prudence in research design, human subject use, and confidentiality and reporting of results is essential. Proper attribution of work is a necessity. We accomplish this through:
   - Conducting and reporting. It is the duty of Academy members conducting research to design, implement, analyze, report, and present their findings rigorously.
   - Planning and implementation. It is the duty of Academy members to minimize the possibility that results will be misleading and, when possible, to consult with experts or authoritative bodies on the ethics of research if a practice is unclear.
   - Participants. It is the duty of Academy members to preserve and protect the privacy, dignity, wellbeing, and freedom of research participants.
   - Dissemination. It is the duty of journal editors and reviewers to exercise the privilege of their positions in a confidential, unbiased, prompt, constructive, and sensitive manner.
   - Grants and contracts. It is the duty of Academy members to represent themselves and their proposed projects accurately, and to manage those projects as promised.

3. To the Academy of Management and the larger professional environment. Support of the Academy's mission and objectives, service to the Academy and its institutions, and recognition of the dignity and personal worth of colleagues are required. We accomplish this through:

- Sharing and dissemination of information. To encourage meaningful exchange, Academy members should foster a climate of free interchange and constructive criticism within the Academy and should be willing to share research findings and insights fully with other members.
- Academy participation. The Academy is a voluntary association whose existence and operations depend on cooperation, involvement, and leadership from its members.
- Commitment to professional standards of conduct. By this Code, the Academy provides ongoing ethical guidance for its members.
- Strengthening and renewal of the Academy. The Academy of Management must have continuous infusions of members and new points of view to remain viable and relevant as a professional association.
- Membership in the professional community. It is the duty of Academy members to interact with others in our community in a manner that recognizes individual dignity and merit.

4. To both managers and the practice of management. Exchange of ideas and information between the academic and organizational communities is essential. Consulting with client organizations ("clients") has potential for enriching the teaching and practice of management, for translating theory into practice, and for furthering research and community service. To maximize such potential benefits, it is essential that members who consult be guided by the ideals of competence, integrity, and objectivity. We accomplish this through:
   - Credentials and capabilities. It is the duty of consultants to represent their credentials and capabilities in an accurate and objective manner.
   - Obligations to clients. Consultants have a duty to fulfill their obligations to their present and prospective clients in a professionally responsible and timely manner.
   - Client relations. Consultants must fulfill duties of confidentiality and efficiency as part of their relationships with their clients.
   - Remuneration. It is the duty of consultants to negotiate clear and mutually accepted remuneration agreements for their services.
   - Societal responsibilities. Consultants have a duty to uphold the legal and moral obligations of the society in which they function. Consultants should report to the appropriate authorities any unlawful activities that may have been uncovered during the course of their consulting engagements (except where their functional or professional codes direct otherwise.)

5. To all people with whom we live and work in the world community. Sensitivity to other people, to diverse cultures, to the needs of the poor and disadvantaged, to ethical issues, and to newly emerging ethical dilemmas is required. We accomplish this through:
   - Worldview. Academy members have a duty to consider their responsibilities to the world community. In their role as educators, members of the Academy can play a vital role in encouraging a broader horizon for decision making by viewing issues from a multiplicity of perspectives, including the perspectives of those who are the least advantaged.

<u>Ethical Standards</u>

These are enforceable standards of conduct applying to members in official Academy roles and members and nonmembers participating in Academy-sponsored activities. The Academy of Management is an association whose existence and operations depend on cooperation, involvement, and leadership from its members. AOM members adhere to the highest ethical standards when interacting with others in the association, participating in AOM activities, and assuming official roles. Members also abide by the rules and policies pertaining to the specific AOM activities they engage in (e.g., program submission, division bylaws, board requirements, etc).

1. Human relations

1.1. Unfair Discrimination AOM members do not engage in unfair discrimination based on age, gender, gender identity, race, ethnicity, culture, national origin, religion, sexual orientation, disability, socioeconomic status, or any basis proscribed by law.

1.2. Sexual Harassment AOM members do not engage in sexual harassment. Sexual harassment is sexual solicitation, physical advances, or verbal or nonverbal conduct that is sexual in nature, occurs in connection with the member's Academy activities either: (1) is unwelcome, offensive, or creates a hostile environment, and the member knows or is told this; or (2) is sufficiently severe or intense as to be abusive by a reasonable person in the context. Sexual harassment can consist of a single intense or severe act or of multiple persistent or pervasive acts.

1.3. Other Harassment AOM members do not knowingly engage in behavior that is harassing or demeaning to others with whom they interact, including behavior conducted electronically (e.g., spamming, spoofing, mailbombing, etc.).

1.4. Avoiding Harm AOM members take reasonable steps to avoid harming others with whom they interact and to minimize harm where it is foreseeable and unavoidable.

1.5. Conflicts of Interest AOM members take appropriate steps to avoid conflicts of interest or the appearance of conflicts.

1.5.1. Roles AOM members refrain from assuming roles in which their interests or relationships could reasonably be expected to: (1) impair their objectivity, competence, or effectiveness; or (2) expose the persons or organizations with whom the relationships exist to harm or exploitation.

1.5.2. Disclosure AOM members disclose relevant information and personal or professional relationships that may have the appearance of or potential for a conflict of interest.

1.5.3. Decision Making AOM members carefully assess their potential for bias when making decisions affecting those with whom they have had strong conflicts or disagreements.

1.6. Exploitative Relationships AOM members do not exploit persons over whom they have evaluative or other authority, such as authors, job seekers, or student members.

1.7. Informed Consent When AOM members conduct research, including on behalf of the AOM or its divisions, they obtain the informed consent of the individual or individuals, using language that is reasonably understandable to that person or persons. Written or oral consent, permission, and assent is documented appropriately.

1.8. Fiduciary Responsibility

1.8.1. AOM Best Interests Members in official AOM roles (e.g., chairs, board members, division officers) act in a manner that is trustworthy and that inspires confidence that the member is acting in the AOM's best interest.

1.8.2. Duty of Accounting Members who receive or handle AOM funds provide a true accounting of the money and/or property entrusted to them and do not cheat, steal, misappropriate AOM resources, or circumvent AOM financial policies.

1.8.3. Personal Gain Members in official AOM roles do not receive compensation, gifts, or other special consideration in return for the promise of AOM business.

2. Privacy and confidentiality AOM members have an obligation to ensure the protection of confidential information. When gathering confidential information, AOM members should take into account the long-term uses of the information, including its potential placement in public archives or the examination of the information by others.

2.1. Maintaining Confidentiality

2.1.1. AOM members take reasonable precautions to protect the confidentiality rights of others.

2.1.2. Confidential information is treated as such even if It lacks legal protection or privilege.

2.1.3. AOM members maintain the integrity of confidential deliberations, activities, or roles, including, where applicable, those of committees, review panels, or advisory groups (e.g., the AOM Placement Committee, the AOM Ethics Adjudication Committee, etc.).

2.1.4. When using private information, AOM members protect the confidentiality of individually identifiable information. Information is private when an individual (e.g., an AOM scholarship applicant) can reasonably expect that the information will not be made public with personal identifiers.

2.2. Avoidance of Personal Gain

2.2.1. Under all circumstances, AOM members do not use or otherwise seek to gain from information or material received in a confidential context (e.g., knowledge obtained from reviewing a manuscript or serving on a proposal review panel), unless they have authorization to do so or that information is otherwise made publicly available.

2.3. Limits of Confidentiality

2.3.1. AOM members determine their ability to guarantee absolute confidentiality at the outset and, as appropriate, inform others of (1) the relevant limitations on confidentiality and (2) the foreseeable uses of the information generated.

2.3.2. AOM members may confront unanticipated circumstances where they become aware of information that is clearly threatening to others. In these cases, AOM members balance the importance of guarantees of confidentiality with other principles in this "Code of Ethics," ethical conduct, and applicable law.

2.3.3. Confidentiality is not required with respect to observations in public places, activities conducted in public, or other settings where no rules of privacy are provided by law or by custom. Similarly, confidentiality is not required in the case of information available from public records.

2.4. Anticipation of Possible Uses of Information

2.4.1. When maintaining or accessing personal identifiers in databases or systems of records, such as division rosters, annual meeting submissions or manuscript review systems, AOM members delete such identifiers before the information is made publicly

available or employ other techniques that mask or control disclosure of individual identities.

2.4.2. When deletion of personal identifiers is not feasible, AOM members take reasonable steps to determine that the appropriate consent of personally identifiable individuals has been obtained before they transfer such data to others or review such data collected by others.

2.5. Electronic Transmission of Confidential Information AOM members use extreme care in delivering or transferring any confidential data, information, or communication over public computer networks when conducting AOM work. AOM members are attentive to the problems of maintaining confidentiality and control over sensitive material and data when the use of technological innovations, such as public computer networks, may open their communication to unauthorized persons.

3. Public Statements

3.1. AOM members do not make public statements, of any kind, that are false, deceptive, misleading, or fraudulent, either because of what they state, convey, or suggest or because of what they omit, including, but not limited to, false or deceptive statements concerning other AOM members.

3.2. When, at the request of the association, AOM members provide public comment on behalf of AOM, they take reasonable precautions to ensure that: (1) the statements are based on appropriate research, literature, and practice, (2) the AOM is credited, and (3) the statements are otherwise consistent with this "Code of Ethics."

3.3. AOM members do not speak for or represent the AOM unless authorized by its president to do so.

4. Research and Publication

4.1. Reporting on Research AOM members adhere to the highest ethical standards when disseminating their research findings, such as at the annual meeting or in AOM publications.

4.1.1. AOM members do not fabricate data or falsify results in their publications or presentations.

4.1.2. In presenting their work, AOM members report their findings fully and do not omit data that are relevant within the context of the research question(s). They report results whether they support or contradict expected outcomes.

4.1.3. AOM members take particular care to present relevant qualifications to their research or to the findings and interpretations of them. AOM members also disclose underlying assumptions, theories, methods, measures, and research designs that are relevant to the findings and interpretations of their work.

4.1.4. In keeping with the spirit of full disclosure of methods and analyses, once findings are publicly disseminated, AOM members permit their open assessment and verification by other responsible researchers, with appropriate safeguards, where applicable, to protect the anonymity of research participants.

4.1.5. If AOM members discover significant errors in their publication or presentation of data, they take appropriate steps to correct such errors in the form of a correction, a retraction, published erratum, or other public statement.

4.1.6. AOM members report sources of financial support in their papers and note any special relations to any sponsor. AOM members may withhold the names of specific sponsors if they provide an adequate and full description of the sponsor's nature and interest.

4.1.7. AOM members report accurately the results of others' scholarship by using complete and correct information and citations when presenting the work of others.

4.1.8. AOM members who analyze data from others explicitly acknowledge the contribution of the initial researchers.

4.2. Publication Process AOM members adhere to the highest ethical standards when participating in publication and review processes.

4.2.1. Plagiarism

4.2.1.1. AOM members explicitly identify, credit, and reference the author of any data or material taken verbatim from written work, whether that work is published, unpublished, or electronically available.

4.2.1.2. AOM members explicitly cite others' work and ideas, including their own, even if the work or ideas are not quoted verbatim or paraphrased. This standard applies whether the previous work is published, unpublished, or electronically available.

4.2.2. Authorship Credit

4.2.2.1. AOM members ensure that authorship and other publication credits are based on the scientific or professional contributions of the individuals involved.

4.2.2.2. AOM members take responsibility and credit, including authorship credit, only for work they have actually performed or to which they have contributed.

4.2.2.3. AOM members usually list a student as principal author on multiple-authored publications that substantially derive from the student's' dissertation or thesis.

4.2.3. Submission of Manuscripts for Publication

4.2.3.1. In cases of multiple authorship, AOM members confer with all other authors prior to submitting work for publication, and they establish mutually acceptable agreements regarding submission.

4.2.3.2. In submitting a manuscript to an AOM publication, members grant that publication first claim to publication except where explicit policies allow multiple submissions.

4.2.3.3. It is AOM policy to permit manuscripts that have been previously published in any proceedings to submit substantially embellished manuscripts for AOM-journal review.

4.2.3.4. AOM members may not submit a manuscript to a second publication until after a decision has been received from the first publication or until the authors have formally withdrawn the manuscript. AOM members submitting a manuscript for publication in a journal, book series, or edited book can withdraw a manuscript from consideration up until an official acceptance is made.

4.2.3.5. When AOM members publish data or findings that overlap with work they have previously published elsewhere, they cite these publications. AOM members must also send the prior publication or "in press" work to the AOM journal editor to whom they are submitting their work.

4.2.4. Responsibilities of Editors

4.2.4.1. When serving as editors of journals, books, or other publications, AOM members are fair in the application of academic publishing standards, and they operate without personal or ideological favoritism or malice. As editors, AOM members are cognizant of any potential conflicts of interest.

4.2.4.2. When serving as editors of journals or book series, AOM members ensure the confidentiality of the review process and supervise editorial office staff, including students, in accordance with practices that maintain confidentiality.

4.2.4.3. When serving as editors of journals or book series, AOM members are bound to publish all manuscripts accepted for publication unless major errors or ethical violations are discovered after acceptance (e.g., plagiarism or scientific misconduct).

4.2.4.4. When serving as editors of journals or book series, AOM members ensure the anonymity of reviewers unless they receive permission from reviewers to reveal their identities. Editors ensure that their staff members conform to this practice.

4.2.4.5. When serving as journal editors, AOM members ensure the anonymity of authors unless and until a manuscript is accepted for publication, or unless the established practices of the journal are known to be otherwise.

4.2.4.6. When serving as journal editors, AOM members take steps to provide for the timely review of all manuscripts and respond promptly to inquiries about the status of a review.

4.2.5. Responsibilities of Reviewers

4.2.5.1. In reviewing material submitted for publication or other evaluation purposes, AOM members respect the confidentiality of the process and the proprietary rights of those who submitted the material.

4.2.5.2. AOM members disclose conflicts of interest or decline requests to review others' work when they are aware of conflicts of interest.

4.2.5.3. AOM members decline requests for reviews of the work of others when they believe that the review process may be biased or when they have questions about the integrity of the process.

4.2.5.4. If asked to review a manuscript, book, or proposal they have previously reviewed, AOM members make that prior review known to the person making the request (e.g., editor, program officer), unless it is clear that they are being asked to provide a reappraisal.

5. Ascribing to the Code of Ethics upon joining the AOM, members agree to uphold and promote the principles of the "AOM Code of Ethics" and to adhere to its enforced ethical standards.

5.1. Familiarity with the "Code of Ethics" AOM members have an obligation to be familiar with this "Code of Ethics." Lack of awareness or misunderstanding of an ethical standard is not, in itself, a defense to a charge of unethical conduct.

5.2. Confronting Ethical Issues

5.2.1. When AOM members are uncertain whether a particular situation or course of action might violate the "Code of Ethics," they may consult with the AOM's Ethics Ombudsperson.

5.2.2. When AOM members confront taking actions or making choices entailing conflict between ethical standards enunciated in the "Code of Ethics" and laws or legal requirements, they make known their commitment to the "Code" and take steps to resolve the conflict in a responsible manner by consulting with the AOM's Ethics Ombudsperson.

5.3. Fair Treatment of Parties in Ethical Disputes

5.3.1. AOM members do not discriminate against a person on the basis of his or her having made an ethical complaint or having been the subject of an ethical complaint. This consideration does not preclude taking action based upon the outcome of an ethical complaint.

5.4. Reporting Ethical Violations of Others When AOM members have substantial reason to believe that there has been an ethical violation by another AOM member, they attempt to resolve the issue by bringing it to the attention of that individual. If an informal resolution appears appropriate or possible, or AOM members seek advice about how to proceed, they may contact the AOM's Ethics Ombudsperson for guidance.

5.5. Cooperating with Ethics Committees AOM members cooperate in ethics investigations, proceedings, and resulting requirements of the AOM. In doing so, they make reasonable efforts to resolve any issues of confidentiality. Failure to cooperate may be an ethics violation.

5.6. Improper Complaints AOM members do not file or encourage the filing of ethics complaints that are frivolous and are intended to harm the alleged violator.

ACADEMY OF MANAGEMENT REVIEW
http://journals.aomonline.org/amr/info.html

Information for Contributors

Mission Statement

The mission of the Academy of Management Review (AMR) is to publish new theoretical insights that advance our understanding of management and organizations. AMR is receptive to a variety of perspectives, including those seeking to improve the effectiveness of, as well as those critical of, management and organizations. Submissions to AMR must extend theory in ways that permit the development of testable knowledge-based claims. To do this, researchers can develop new management and organization theory, significantly challenge or clarify existing theory, synthesize recent advances and ideas into fresh, if not entirely new theory, or initiate a search for new theory by identifying and delineating a novel theoretical problem. The contributions of AMR articles often are grounded in "normal science disciplines" of economics, psychology, sociology, or social psychology as well as nontraditional perspectives, such as the humanities. AMR publishes novel, insightful and carefully crafted conceptual work that challenges conventional wisdom concerning all aspects of organizations and their roles in society.

Overview

The Academy of Management Review (AMR) is a theory development journal for management and organization scholars around the world. AMR publishes novel, insightful and carefully crafted conceptual articles that challenge conventional wisdom concerning all aspects of organizations and their role in society.

Each manuscript published in AMR must advance theory or the theory development process in the area of management and organizations. Authors can achieve this objective by developing new theory, significantly challenging current theory, synthesizing recent advances and ideas into fresh theory, initiating a search for new theory by pointing out and carefully delineating a novel type of problem, or crafting ways to improve the process of theory development. AMR is particularly interested in interesting and important theoretical advances that incorporate thought from multiple disciplines and/or areas within management.

Contributors will find AMR open to many different formats and styles of presentation. Formal research propositions are not required. For all articles, a contribution-to-length ratio will be assessed, so contributors should carefully consider the length of their submission in such light. Authors should also explicitly and persuasively present the research implications of their work.

AMR does not publish reports of empirical investigations, including empirical tests of theory, case analyses, or articles primarily about data. These are published in the Academy of Management Journal. Manuscripts that are evidence based rather than theory driven and papers with a primary focus of bringing new perspectives to an academic debate should be submitted to the Academy of Management Perspectives. Finally, AMR does not publish articles about the scholarship of teaching. These are published in the Academy of Management Learning and Education.

Dialogue

Dialogue is a forum for readers who wish to comment briefly on material recently published in AMR. Readers who wish to submit material for publication in the Dialogue section should address only AMR articles or dialogues. Dialogue comments must be timely, typically submitted within three months of the publication date of the material on which the dialogue author is commenting. When the dialogue comments pertain to an article, note, or book review, the author(s) will be asked to comment as well. Dialogue submissions should not exceed five double-spaced manuscript pages including references. Also, an Abstract should not be included in a Dialogue. The Editor will make publishing decisions regarding them, typically without outside review.

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- Agree that the manuscript is not under review for publication elsewhere and will not be submitted to another publication entity during the review period at AMR.
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- Agree that working papers, prior drafts, and/or final versions of submitted manuscripts that are posted o a Web site (e.g., personal, departmental, university, or working series site) will be taken down during the review process.

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Any article or dialogue submission to AMR should be prepared according to the AMR Style Guide for Authors, but should omit the title page for the purpose of uploading onto the Web-based submission system. This file must contain a detailed abstract (except for dialogue submissions) and all end materials such as appendixes, references, tables, and figures. The submission must be typed using a twelve-pitch or larger Times New Roman font, with margins of at least one-inch.

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Publication Decisions

Publication decisions by the Editor or an Associate Editor are facilitated by reviews from members of the Editorial Board and other qualified reviewers using a double "blind" review process. Reviewers' comments are made available to authors. Manuscripts that are inappropriate or insufficiently developed will be returned to the authors without formal review for submission to a more suitable journal. Authors are strongly encouraged to seek peer review prior to submission since all decisions are final and rejected manuscripts cannot be resubmitted.

Manuscripts submitted will be judged primarily on their substantive content, but writing style, structure, and length are also considered. Poor presentation is sufficient reason for the rejection of a manuscript. Manuscripts should be written as simply and concisely as possible without sacrificing meaningfulness or clarity of exposition. As discussed above, manuscripts will be evaluated in terms of their contribution-to-length ratio - that is, manuscripts that make strong contributions will be permitted more pages than those making narrower contributions. A rough guideline is AMR papers should range between 20-30 double-spaced pages, (using one-inch margins and the Times New Roman twelve-pitch font), excluding appendixes, references, tables, and figures. However, papers intended to make very extensive contributions will, at the discretion of the editor, be allotted additional space.

Guidelines for Reviewers

Quality of Reviews

Returning your review on time is only part of the equation. The most important element of your review is the quality of your comments to the author. Remember, you are writing to a real person about his/her work that s/he has devoted a good deal of time and effort into.

Be developmental and polite. Recognize the paper's strengths as well as the areas for improvement. Try to find the kernels of good ideas, even if they are hidden in the manuscript in an effort to provide the authors with direction regarding those ideas with the most promise. Helping to develop others' ideas can be a significant contribution to our field. As a way to provide personal and friendly reviews, please try to use "you" rather than "the author's paper" in the text of the review. Be specific and number your points. Only with specificity will authors be able to recognize and potentially overcome the weaknesses you see. Numbering your comments and providing some indication of how significant each comment is in relation to the others is helpful for both the action editor and the authors.

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Help point the authors in the direction of other relevant work. If you believe there is other work the authors will find helpful to substantiate the manuscript, please provide that direction in your review. You need not provide a full reference (although authors will appreciate it if you do), but please provide author names and year of publication. It is not enough to say there is work the authors need to consider, for example, without providing some examples. This is particularly important when referring authors to work outside management for consideration.

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The Double-Blind Process

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- Does the paper create, extend or advance management theory in a significant way?
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Code of Ethics
Refer to previous section

JOURNAL OF INTERNATIONAL BUSINESS STUDIES
http://www.palgrave-journals.com/jibs/jibs_statement.html

JIBS Statement of Editorial Policy

The Journal of International Business Studies (JIBS) is the top-ranked journal in the field of international business. The goal of *JIBS* is to publish insightful and influential research on international business.

JIBS welcomes submissions in any of the six sub-domains of international business studies: (1) the activities, strategies, structures and decision-making processes of multinational enterprises; (2) interactions between multinational enterprises and other actors, organizations, institutions, and markets; (3) the cross-border activities of firms (e.g., intrafirm trade, finance, investment, technology transfers, offshore services); (4) how the international environment (e.g., cultural, economic, legal, political) affects the activities, strategies, structures and decision-making processes of firms; (5) the international dimensions of organizational forms (e.g., strategic alliances, mergers and acquisitions) and activities (e.g., entrepreneurship, knowledge-based competition, corporate governance); and (6) cross-country comparative studies of businesses, business processes and organizational behavior in different countries and environments.

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Information for Contributors

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Global Strategy Journal is intended to be a top tier scholarly journal. Manuscripts will be double-blind reviewed by an editorial board of experienced and research active peer scholars. The board will be supported by a team of Co-Editors and Associate Editors likewise engaged in active research and with editorial experience at other high quality scholarly journals. In turn, these editors will be advised by a Senior Advisory Board of respected scholars from the international strategy field. The editors and senior advisors will establish the on-going policies governing the GSJ's editorial review process, content and quality standards, which will be based on scientific method, relevant theory, tested or testable propositions, and appropriate data and evidence, replicable by others and representing original contributions. These policies will establish and maintain GSJ as a journal committed to high standards of intellectual rigor, while explicitly avoiding cultural or institutional biases in favor of or in opposition to any specific research type or method, or any specific source of such research. Reviews are expected to be open minded, developmental, and timely as well as rigorous and demanding. When deemed appropriate and necessary, data and other sources of information will be archived by the journal and made available to other researchers as a means of meeting the publication standards of GSJ.

The domain of GSJ, as implied by the journal name, will be the study of any and all aspects of the environment, organizations, institutions, systems, individuals, actions, and decisions that are a part of or impinge on the practice or study of strategy and strategic management of business and non-business organizations in the global context. By global, we explicitly mean any cross-border activities described as international, global, transnational, multinational, multi-regional or by any other term that substantially implies that the activities take place in multiple countries and/or are integrated across borders. This is an expansive vision which is intended to be inclusive of both current and emergent areas of study. The journal will be defined clearly by its focus on international and global organizational strategic management, rather than a universalistic approach to the study of strategy.

At the same time, the pursuit of research in international strategic management will apply, test, extend, and build theory that is derived from or impacts the general discipline of strategic management. Empirical studies may be quantitative or qualitative, but must investigate data that are, in some way, international in scope, and will be expected to apply, examine, and extend research methods derived from strategic management research and research in other social science disciplines; they may also offer both methodological advances and analytical results that can be generalized to the larger field of strategic management and possibly other disciplines as well. Primarily empirical investigations, whether based on quantitative, qualitative, or case-based data and methods, that provide scholarly insights into the study of international strategic management through methodological rigor and relevant and important results, even with limited explicit testing or development of management theory, also fall within the domain

of GSJ. The journal also is explicitly interested in conceptual papers that are grounded in social sciences theory and that further the development of theory in global strategy or strategic management. Finally, GSJ is specifically committed to respect methodological and philosophical differences across national scholarly traditions, while still maintaining high standards of academic quality and rigor.

10 Theme Areas

These themes support the vision statement by offering a more detailed description of the perceived boundaries of the field of global strategy. The set of specific themes that follows should be considered as the current expression of a set of dynamic concepts. They are expected to evolve over time, but today prompt such questions as:

1. *International and Global Strategy*: The essence of global strategy is an expansive world vision that considers the possibilities of every location as a market and as a source of competitive advantage, both alone and when integrated with the rest of the firm. Global enterprises must craft strategies for international expansion, diversification, and integration to develop, protect, and exploit their resources and capabilities. Determinations of geographical scope and degree of coordination must be taken with respect to a world-wide competitive environment. Concerns for both strategy processes and strategic goals and objectives are deepened in the transnational setting. How has global strategy co-evolved with an emerging global marketplace? To what extent have the drivers of global growth and diversification changed in today's "new normal" of increased uncertainty and rapid change? How are multinational sourcing strategies driving ongoing internationalization and globalization?

2. *Assembling the Global Enterprise*: In order to pursue their strategic objectives, global enterprises must access a wide range of resources, capabilities, brands, markets, and technologies from world-wide locations. This process of building a resource base for the enterprise may involve cross-border mergers and acquisitions, international alliances and joint ventures, formal and informal networking, internal development, and offshored/outsourced value-adding activities. Determinations of the breadth of international dispersion and the degree of global integration of resources and activities are increasingly essential to competitive success, but standard models of transactional governance seem to have limits in an interactive, integrated environment. How do multinational firms identify and access location-specific resources in a diverse global environment? How have the roles of assembly strategies such as acquisitions, alliances, or licensing changed in response to global sourcing opportunities and market demands? How do dynamic capabilities for organizational assembly both drive and delimit the structure and performance of global firms? How can global "rightsourcing" be used to create a sustainably innovative organization? How is developing information technology changing the basic drivers of decisions about the need for internalizing control of valuable resources and capabilities in global enterprises?

3. *Strategic Management of the Global Enterprise*: An important aspect of international strategic management involves selecting and developing the governance structures and functions of global firms and their component organizations, including organizational architecture, management systems, managing resources and capabilities, networking of subsidiary organizations, and managing operational strategies and information sharing in organizations engaged in substantial operations across national borders or located in

multiple national environments. Managing the internationally dispersed and often deeply integrated activities of global multi-business enterprises is a complex, evolving, but essential capability of such firms. Non-market strategies of pursuing corporate social responsibilities and working with critical stakeholders in host nations or on a global basis are increasingly important to pursuing competitive advantage and reducing environmental and competitive risks for global organizations. What strategic imperatives will drive new forms of global organization in the 21st Century? Global enterprises are described as network organizations – what does this mean for internal management processes, innovation, and collaboration across borders? How will the sources of stability and growth of global organizations be redefined in a hyper-competitive global market? How do non-market strategies best complement market strategies? Has the balance of concerns for asset protection and asset development changed? As organizational structure is so apparent in global enterprises, what can we learn from these firms about theories of strategic management of organizations in general?

4. *Global Strategy and Inter-Organizational Networks*: While multinational enterprises may be network organizations, they are also widely seen as entities functioning within larger networks of affiliated, but not internalized, firms, institutions, and activities. Collaboration at all stages of the value chain across organizational as well as national boundaries has become a essential feature of global strategic management, as has cooperation with partners on a smaller scale within many local host settings. The global firm may function as the leader or flagship of its network, but it must do so through communication and collaboration mechanisms rather than the command and control relationships of internalized hierarchy. Does ownership matter, or is access to resources and capabilities a more efficient position in a changing world? How can inter-organizational supply and distribution network relationships be managed to generate competitive advantage for global enterprises? How and when should global businesses pursue collaborative relationships with nonprofits and other non-economic actors in both global and host country settings?

5. *Performance and Global Strategy*: Consistently relating the activities of the organization to its performance is essential to a strategic perspective. Performance is a broad concept with many manifestations, made even more complex by operations in multiple markets with varying degrees of global integration. Defining and measuring the many aspects of performance for global organizations, and establishing their limits, are constant and evolving challenges. Strategic performance must consider the risks and uncertainties involved in most actions, considerations that again are more complicated in the global environment. Are the drivers of performance for global organizations in a rapidly evolving world strategic or managerial in nature? How is performance best defined, measured, and delimited for different actions in the international setting? How do widely dispersed organizations balance local and global performance levels? How do enterprise-level global strategy and strategic management affect the levels of different performance measures in the global multi-business firm? How have the ties between vertical and horizontal internalization and enterprise-level performance changed in the ever more interconnected global environment?

6. *Global Strategy and the Global Business Environment*: All organizations interact with their environments; the complexity of the global business environment makes this interaction particularly critical to crafting strategies for the global firm. Global strategy

must incorporate aspects and effects of the GBE, to include concern for the status of the global economy and international capital markets, the effect of political agreements or strife, cultural and institutional differences, levels of technological development, and other global and regional issues as they affect strategy, strategic management, or performance of organizations. A notable characteristic of international markets is the presence of multiple sovereign nation-states as economic actors. Global strategies must be tied to political and other non-market strategies to capture the value that they create. How do enterprise-level strategies and organizational characteristics co-evolve with exogenous global conditions when equilibrium seems to be an obsolescing concept? Is sustainable competitive advantage a useful construct under constantly changing political, economic, institutional, or cultural conditions? When and how can the actions of global firms change the global business environment? How can global enterprises use nonmarket strategies to manage exposure to the inherent uncertainty of the GBE? How does the interaction of political theory and strategic management theory inform our study of global enterprises?

7. *Strategy and Location*: The overall global business environment affects enterprise-level strategies, but the specific characteristics of local environments are equally important to choosing locations for expanding markets or resource bases, setting up offshore operations, and diversifying operating risks. Concerns about cultural, institutional, geographical, economic, technological, and development distance affect decisions about where and how to sell products, source inputs and resources, and establish operations. Avoiding the hazards and exploiting the benefits of differences between locations is the essence of global strategy. How are sovereign risk factors manifested and managed in an integrated global environment? How do distance effects and the liabilities of foreignness impact entry strategies, subsidiary governance, and performance outcomes? When and how do locational differences limit integration strategies? How do global enterprises best access the benefits and limit the risks of locating in industry clusters? How is offshoring of production and services best managed for strategic advantage?

8. *Comparative Strategies*: Even when firms function individually within the boundaries of their domestic markets, the differences between their strategies can offer insights for the global strategist. Strategy is not managed in the same way everywhere, but responds to differences in local context. The comparative study of strategic management in two or more countries with the explicit or implicit objective of understanding the moderating effects of varying national environments on strategic management can provide great insight on the practice and theory of strategy. What aspects of strategy and strategic management are universal? How do contextual differences drive strategic and organizational differences? How do strategic concepts and strategic management practices diffuse across national boundaries? When can practices from one location be transplanted to another successfully?

9. *Global Innovation and Knowledge*: Managing innovation and knowledge transfer is clearly an aspect of strategic management in any setting, but the importance of these activities to the modern multinational, transnational, metanational, or global multibusiness firm suggests that such strategies merit specific emphasis. Current models see the global enterprise primarily as an arbitrageur and combiner of knowledge derived from multiple sites and brought together in some centralized process. Concerns for intellectual property development and protection, multinational and global R&D, moving

knowledge across borders and distance, and the global architecture of innovation and application of knowledge are core concerns. How do global firms access knowledge held in multiple locations? How can unique knowledge be moved effectively and efficiently through intra- and extra-organizational networks of alliances? What is the function of the headquarters in a global knowledge-driven strategy? Innovation is often tied to the "born global" concept – is this justified and economically advantageous? Globally networked research and development is coming to be seen as a major source of potential competitive advantage, but also as a complex and costly activity – how are such activities best managed for sustained competitive advantage?

10. *Global Strategy and Emerging Economies*: The importance of the global environment and of specific locations to global and international strategies has been established. However, the rapid emergence of new market economies has profound implications for the world economy and for the practice and study of global strategy. Doubling the size of global consumer markets has begun a fundamental revision of the "relevant global market" far beyond the concept of the Industrial Triad, whether looking at emerging middle classes or the "bottom of the pyramid". Offshore production of goods and services in emerging nations has energized international political discussion, brought new focus to the non-governmental social welfare sector, and redefined the concept of relevant stakeholders as well as expanding the scope of global sourcing strategies. Multinational enterprises from emerging economies are absorbing established firms in industrial nations and may well dominate international merger and acquisition activities in the near future while traditional global enterprises are facing fundamental changes in their non-market strategies. How must global strategy adapt to emerging markets with their large numbers and large income disparities? Is offshoring value adding activities to emerging economies a strategic benefit or an existential threat to the industrial world? How will "reverse foreign direct investment" through acquisition and startup from these countries into the established industrial economies engender fundamental change and force development of new strategies in these countries? How will enterprise-level strategic positioning be affected by newly emerging patterns in international capital markets and national financial assets?

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