

FROM THE EDITORS

WHITHER THE ACADEMY OF MANAGEMENT PERSPECTIVES

PHILLIP PHAN

MIKE WRIGHT

We are honored by our appointment to the editorship of the *Academy of Management Perspectives* (AMP). Our commitment to the Academy's membership is to accelerate the journal's upward trajectory in submissions, impact, and reach started by outgoing editors Tim Devinney and Don Siegel. We will build on their excellent work by continuing with their initiatives and introducing new ones.

In this editorial, we present our vision for AMP, discuss new initiatives, and conclude with challenges and opportunities for contributors and readers. A key objective of this article is to take stock of AMP's progress and to set our agenda for the coming three years.

OUR EDITORIAL VISION FOR AMP

The overarching goal of our tenure as editors is to see AMP count as a journal for tenure and promotions (T&P) at top universities around the world. Implied by this goal is the focus on quality, impact, and reach. To improve quality, we will continue the policy of low proposal acceptances, combined with an editorial stance of advocacy and development for accepted proposals. The latter means that the role of the associate editors and reviewers is to help, as much as they are able, authors get their papers published. To maximize impact, we want to see AMP's impact factor approach the other Academy journals in the next three years. To increase the reach of the journal, we will begin a campaign in 2016 to educate those making T&P decisions on the research in AMP, its impact on management and related fields, and the leading scholars who publish with us. AMP is already on the list of the 45 journals the *Financial Times* uses for ranking business schools, which is a good start. We recognize that individually, these measures of quality are incomplete—but together, they point to a compelling case for excellence.

Our goal for AMP means that we believe the full impact of the journal around the world is still to be felt, even though great strides have been made. We aim to build on our global and interdisciplinary experience to identify research opportunities and the interest of scholars who may not have considered AMP as a potential outlet for their work. We see three major avenues to achieve this goal. First, we want to make AMP the first choice for authors who can provide interesting perspectives on current and emerging concerns in management from a wide variety of disciplines—for example, observations of managerial phenomena that seem to draw less scholarly interest in the mainstream management journals, such as change management, family firms, the neuroscience of decision making, and the impact of political advocacy groups on managerial practices. In addition, we notice that phenomena from outside the Anglo-American economic context, such as state-owned or -managed enterprises, faith-based managerial practices, and social market approaches to labor policies and employment practices, have enjoyed less coverage in mainstream managerial journals. We would like AMP to be a premier outlet for the best research in such, and similarly less visible, domains.

Second, we are aware of research topics, such as individual entrepreneurial differences, that have become dormant for a number of reasons. These reasons may include the lack of fine-grained instrumentation (or construct operationalization), slow development in received theory, and the lack of good empirical data or data-gathering techniques. We see AMP as the means to reinvigorate such conversations by bringing in multidisciplinary perspectives and empirical approaches from fields outside management, such as applied economics or neuroscience.

Third, as debate continues over the practical contributions of management research, we see a need for the journal to address high-level policy discussions. *AMP* is not a policy journal. The research we publish is relevant to scholars in management and organization. Yet policy implications have to be addressed when we discuss our research findings, in the same way that we routinely discuss managerial implications. To do this, we put a priority on interdisciplinary research, with input from scholars in political science, public administration, international economics, and international development. We welcome focused research on the intersection of government and business, and business in government. We observe that the spread of managerial theories and practices to the domain of public administration has occurred outside of the purview of business schools and management scholars.

We believe there is an excellent opportunity for research on the emergence and evolution of business thinking in government agencies and nongovernmental organizations. The mounting pressures on public resources have caused regional and national governments around the world to begin to shift their managerial thinking toward an efficiency-driven approach, necessitating the adoption of business-like practices. The theoretical lessons and empirical insights we glean from such research will partially shape our understanding of management theory. So, as a major step in this direction, we aim to publish a series of symposia on important policy-related management issues. In short, *AMP*'s value to the Academy membership is the opportunity for scholars to explore less well-researched but nonetheless critical phenomena that lead to a more complete understanding of management theory and practice.

JOURNAL PERFORMANCE

Here, we show how *AMP* has fared on measures of knowledge creation and dissemination. Table 1 presents key statistics on *AMP*'s advancement of knowledge. The latest numbers show that *AMP*'s impact factor is 3.354, a substantial increase from 2013 and the highest since 2011. Based on this metric, *AMP* is ranked #19 (out of 185 journals) in management and #12 (out of 115 journals) in business, an improvement from the year before. More important, and not reflected in the citation index, is the fact that leading journals in fields that have not traditionally cited *AMP* papers, such as the *American Economic Review*, *Management Science*, *American Sociological Review*, *Quarterly Journal of Economics*, and *Journal of Financial Economics*, are now citing the journal. This important metric is a leading indicator of strong future performance. From the perspective of scholarly dissemination, we note that *AMP* downloads and classroom use are quite extensive, rising to 1,684,936 in 2014 from 341,650 in 2011.

The empirical evidence indicates that *AMP* is performing well. We believe that future improvements in the impact factor will depend on our ability to expand the total number of papers and the quality of the symposia.

RECOGNIZING EXCELLENCE

In addition to a best article award each year, which is based on a committee decision, in 2014 *AMP* instituted a five-year impact award. Reflecting the more contemporary nature of *AMP*'s publications, five years is appropriate for recognizing the endurance of an idea. The criteria are similar to those of *AMR*'s Decade Award—in this case, the five-year citation count (excluding self-citations) in the five-year period since publication. The award for 2015 was a tie between two articles published in 2010:

Peter A. Dacin, M. Tina Dacin, and Margaret Matear

TABLE 1
AMP Advancement of Knowledge (Citations and Downloads)

Year	Impact factor	5-year impact factor	Rank in SSCI management category	Rank in SSCI business category	Total downloads
2014	3.354	5.427	19	12	1,684,936
2013	2.826	3.766	23	14	1,832,039
2012	3.2	3.3	24	15	1,012,065
2011	3.8	2.7	14	9	341,650
2010	2.5	2.5	37	N/A	N/A
2009	1.2	1.7	46	N/A	N/A
2008	1.1	1.1	48	N/A	N/A

Note: *AMP* was not in Manuscript Central, which reports download data, until 2009.

“Social Entrepreneurship: Why We Don’t Need a New Theory and How We Move Forward From Here,” August 2010, 24(3), 37–57

AND

Jeffrey Pfeffer

“Building Sustainable Organizations: The Human Factor,” February 2010, 24(1), 34–45

STRATEGIC INITIATIVES

To meet our objectives as editors, we formulated strategic initiatives that support the mission of the journal and our vision for making the journal count for tenure and promotion decisions. Our first action was to empanel a new team of associate editors that reflects our stated intention to internationalize the journal. Such a team will expand the scope of search for research ideas. An important part of the new AEs’ roles is to be advocates for symposia and focused issues: In addition to receiving original and unsolicited submissions, the AEs will be the eyes and ears of the Academy in detecting interesting and emerging managerial phenomena and bringing them to the fore through the publication process. In bringing together the new AE team we sought to achieve diversity in geography, gender, and disciplinary domain, as well as editorial experience.

In the same way, we significantly rejuvenated and expanded the Editorial Review Board with a view to diversity in gender, geography, and disciplinary scope. Thirty-five percent of the members of the ERB now represent non-North American institutions. This has created an opportunity for us to expand the role of the board so that, in addition to their traditional role as reviewers, they will propose symposia and articles and cultivate proposals from their international networks. We have also strengthened the ERB in areas where *AMP* has been receiving more proposals, such as micro and macro OB, HR, and cognition, among others.

The expansion of the journal’s web presence has also been an extremely useful tactic in disseminating *AMP* research to AOM members and academics in related fields. To develop the *AMP* website and media strategy, we are working with associate editor Peter Klein on reimagining *AMP*’s online initiatives. We are discussing strategies to increase interactivity via the website by soliciting ideas from the AE and ERB team. We believe that visitors to the website should find value in spending their time there. As such, we believe that the website should provide an opportunity for visitors to leave something of value

to others and to learn something that they might not have learned had they not visited. The website should become a resource for authors, reviewers, and scholars looking to share and vet their ideas, and to find writing partners. We are discussing the value of embedding social media technology such as Twitter feeds, Google+, and Facebook to foster an ever-expanding community of scholars for *AMP*.

The Research Briefs section of *AMP* online features journalistic summaries of selected empirical research articles of interest to management scholars and practitioners. A goal of the Briefs section has been to cast a wide net and highlight the latest research that appears outside of Academy of Management publications. In the upcoming year, we will be discussing with the AE team the purpose of this section with a view to altering its focus or replacing it.

A key factor in *AMP*’s success has been the creation of a new submission category for the journal: a focused symposium, consisting of a group of papers on a specific theme. Think of this as a *curated special issue*. Scholars proposing a symposium are responsible for identifying and inviting contributions from specific individuals to submit full papers. The symposium and its papers are still double-blind peer reviewed, but the format results in more focused and richer conversations. Publication of symposia has enabled us to draw in key academics (both junior and senior scholars) from numerous divisions within AOM as well as scholars in other social science disciplines (e.g., psychology, sociology, economics, and political science) who do not normally publish in or cite AOM journals. It has also enabled *AMP* to address several timely and important topics using interdisciplinary methods and tools and considerable international evidence. Recent and forthcoming symposia include responsible leadership, management in Africa, globalization and diasporas, dynamic capabilities, behavioral management, agency theory, politics and management, and human capital. To continue this momentum we have begun accepting paper and symposium proposals and have begun the process of identifying symposium ideas by polling the new AE and ERB board.

At the 2015 AOM Meeting, we continued the initiative of ensuring the awareness of *AMP* among doctoral and early career faculty. In addition, we sponsored special sessions based on two *AMP* symposia: (1) Rethinking Governance in Organizations: A New Look at Responsibility and Accountability and (2) Dynamic Capabilities and Responsible Leadership. We will continue to sponsor such sessions at the Academy as a way to engender more interest in the journal among Academy members.

We will increase the number of international activities, such as roundtables and seminars with potential and current reviewers and authors, in the countries that we and the AEs routinely visit as part of our academic and administrative roles. Also adding to the global reach of the journal will be reviewer- and author-development activities at professional development workshops at international conferences, such as the Society for the Advancement of Management Studies-associated international conferences and conferences of Academy-affiliated organizations, such as the Asia Academy of Management.

CHALLENGES AND OPPORTUNITIES

For contributors, *AMP* represents an exciting opportunity to disseminate high-quality interdisciplinary research that has no natural home in the discipline-based journals. The challenge, however, is to position their proposals in such a way as to make a strong argument for a scholarly contribution. (*AMP* is not *Academy of Management Executive 2.0*.) After the first few months of our editorship, we still see proposals (about one-third) for submissions that fit better into practitioner-oriented publications. Our commitment to contributors is that if we see an interesting idea, we will guide the writing of the proposal (that will guide the full paper) so that it delivers on the mission of *AMP*. However, we are also committed to making quick desk decisions to ensure that the editorial pipeline is kept efficient and devoted to those papers that are more likely to see the light of day.

The challenge for the editorial team, then, is to cultivate suitably high-quality research so that the published work is competitive with the general and discipline-based journals. We believe that this can be done, but it will require two things. First, the editorial mindset should favor development rather than gatekeeping. Gatekeeping rests heavily on the editors, who must determine fit, quality, and potential impact. Reviewers and AEs must be willing to assume a development role with respect to the papers they review, which will require more imagination and patience in their dealings with authors (especially those who have good ideas but are less familiar with the still largely Anglo-American-centric method of writing and publishing). The opportunity

for the editorial team, given their mission to solicit and cultivate submissions, is to have direct influence on what is published, and therefore shape the look and feel of the journal in the next three years. Not many journals present such an opportunity to their editorial boards.

The second challenge for the editorial team is to market the journal to individuals in their networks who do not normally read or publish in management journals. At the same time, they will need to identify opportunities for such individuals to collaborate with members of the Academy to publish in *AMP*. The value of this approach is twofold. It will bring more diverse ideas and research questions to the journal's audience, and it will expand the reach of the journal into other domains. Again, this is not a commonly held role for editorial teams in most journals. We believe that the unique role *AMP* plays within the Academy engenders it to this mission.

FINAL COMMENTS

AMP is now approximately one issue ahead on symposia and has a dozen papers in the production pipeline. This represents good capacity planning, and we believe that this is partially explained by the restructuring of the proposal process, systematized with specific formatting requirements, and the new website.

We expect submissions to accelerate, driven by the rapid escalation in impact factor and the appearance of the journal on more lists, such as the FT45, and aided by the systematized proposal review process that ensures a speedy first-stage response. We will intensify the push for the ERB and AEs to identify prospective authors and symposia, and we will continue our strategy to expand the reach of *AMP*, both within the AOM community and in sister social science disciplines.

In closing, we would like to extend our thanks to Tim Devinney and Don Siegel for bequeathing us an *AMP* that is in great shape and on an upward trajectory. We also want to thank Susan Zaid and her team for their guidance and wise advice during this transition. We look forward to taking the journal to a higher, more impactful level with Irina Burns, the new managing editor of *AMP*, and the new associate editors and Editorial Review Board.