

# Harbingers of Change in Management Scholarship

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# Under New Management

Innovating for sustainable and just futures  
**30th ANZAM Conference**

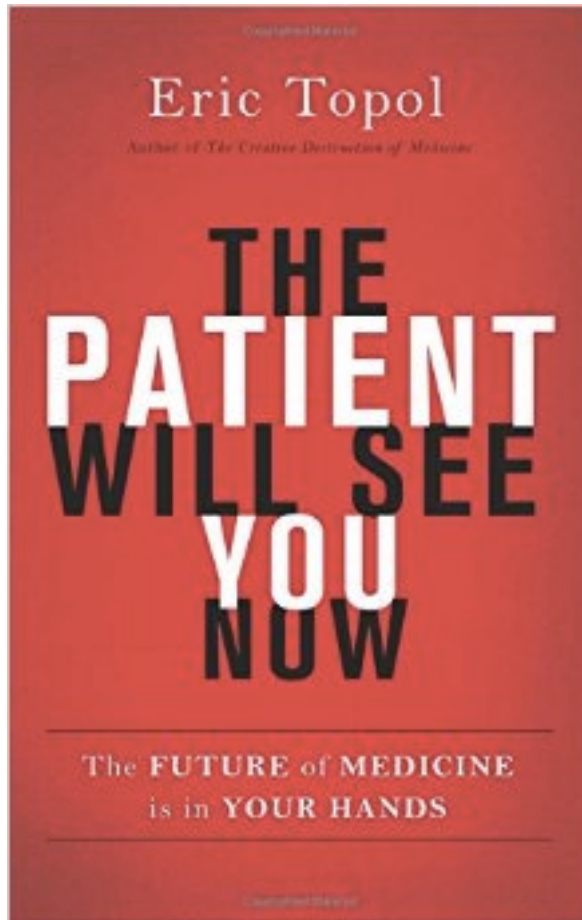
“The need...to forge new directions and create innovative approaches...to build sustainable and just futures for people, communities, businesses and governments.”



# Unprecedented Change



# Healthcare



## Case Info

What is the patient's gender?

REQUIRED

Female ▼

To protect the patient's identity,  
we've created this nickname for your case:

"Corine"

[Choose a new nickname](#)

What do you need?



C  
R  
O  
W  
D  
M  
E  
D



# The “Uberization” of Banking

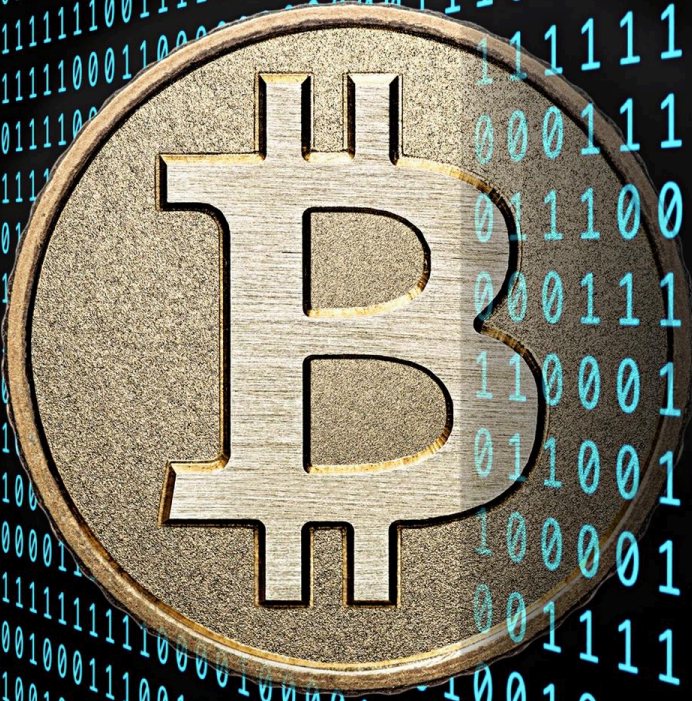


# Financial Services





# Financial Services





# Transportation





# Communication: Social Media



Donald J. Trump @realDonaldTrump · 13h

their country (the U.S. doesn't tax them) or to build a massive military complex in the middle of the South China Sea? I don't think so!

8.3K 10K 33K

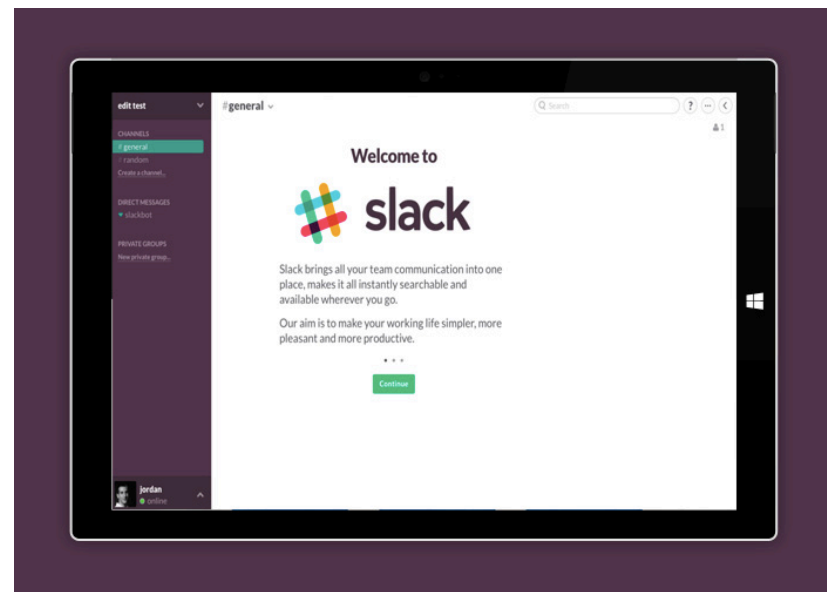


Donald J. Trump @realDonaldTrump · 13h

Did China ask us if it was OK to devalue their currency (making it hard for our companies to compete), heavily tax our products going into..

7K 14K 42K

## FAKE NEWS



# Anonymous: Reinventing War



BY JACK HOLMES NOV 16, 2015 @ 11:15 AM | NEWS & POLITICS ANONYMOUS

[Officiel] Anonymous réagit aux attentats de Paris ! 13/11/15



# Khan Academy: Reinventing Education



# Higher Ed

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**What about us? Are we in  
disruption?**

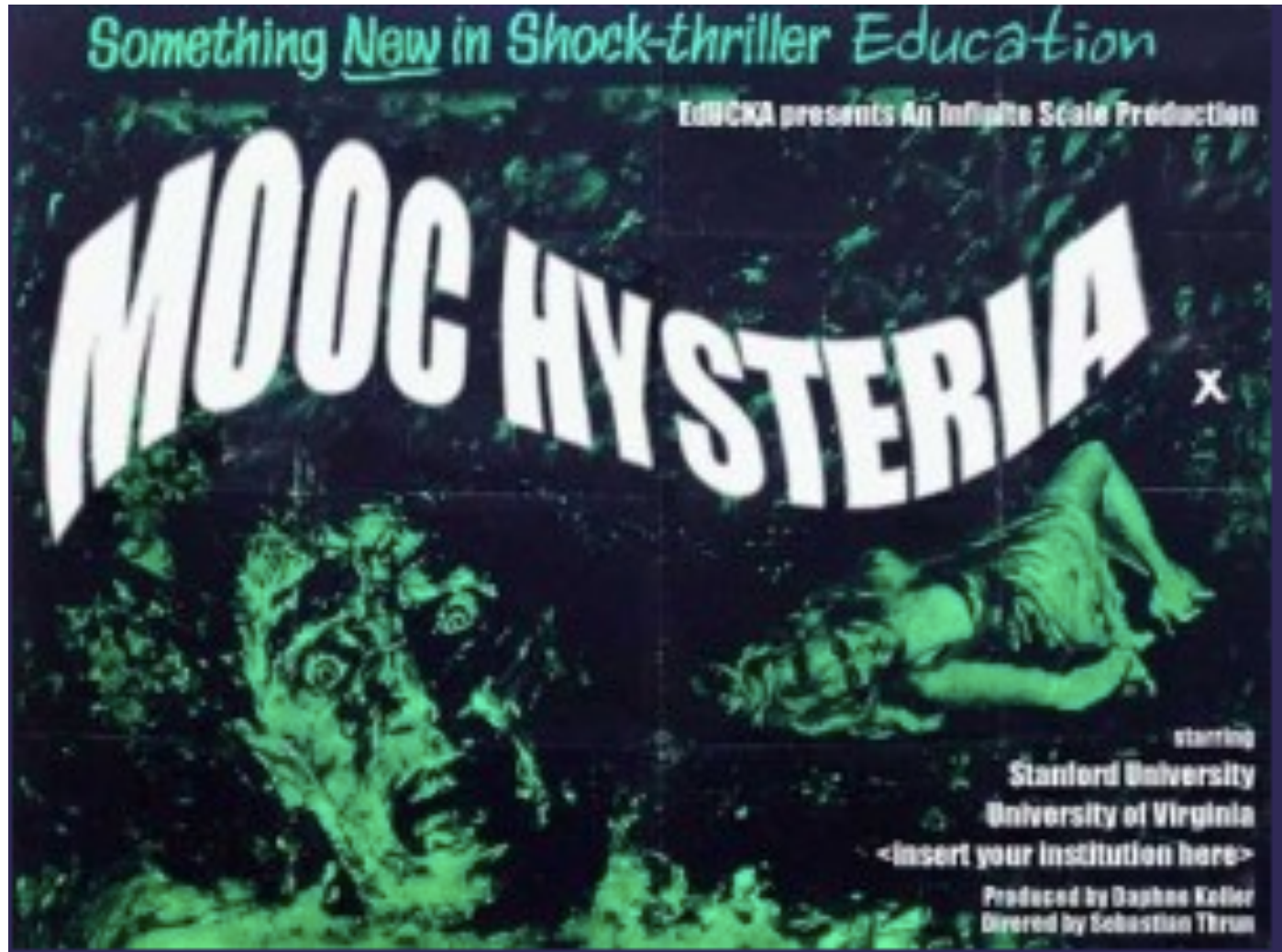


# Higher Ed

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*If so, how do we feel about it?*

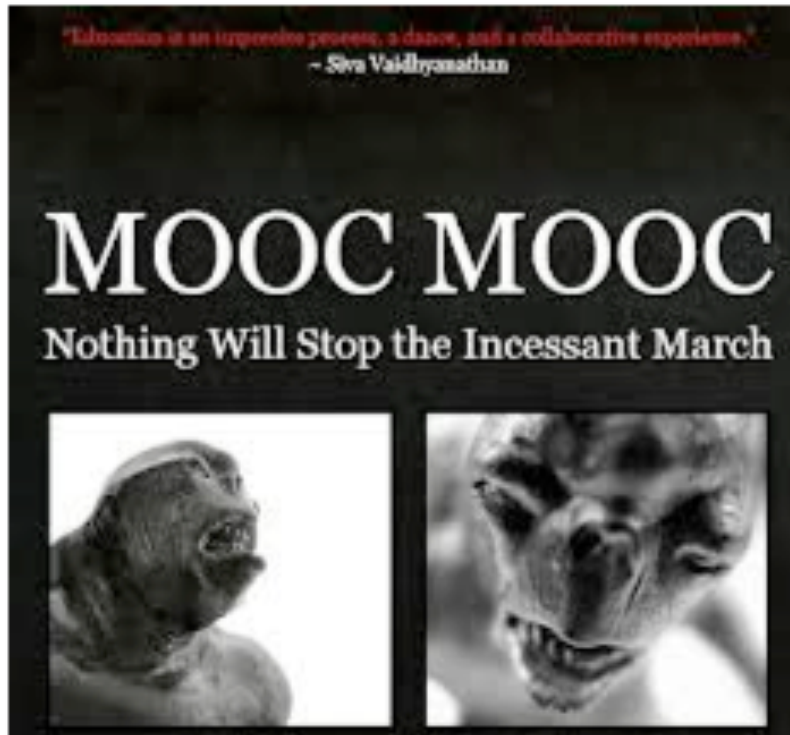
# Higher Ed: Disruption?



## Higher Ed: Disruption?



# Higher Ed: Disruption?





# Higher Ed: Disruption?

## “The Business Model of Higher Ed is Antiquated”

- Residential, facilities-based approach: high fixed costs, students reside away from home and job opportunities
- Parallel development of standard curriculum (e.g., Economics 101) by 2,000 different U.S. colleges/universities
- Teaching standard lecture courses live on 2,000 campuses
- Degrees that are in-demand and those that are not: Fewer than 10% of U.S. bachelor level grads are in high demand STEM fields
- Focus on the university degree as the credential, versus specific courses and skills accomplished
- Little investment in the career success of graduates. This is not rocket science. University graduates lack basic skills like making presentations, using spreadsheets, business writing, and understanding what it means to be an employee of a business.
- **Cross-subsidization of teaching employment skills along with liberal arts, research, scholarship, and operating a vast country club. *Who really needs and will pay for what?***

# Cost of Scholarship

## Let's do the numbers...

Average citation rates top 7 journals in management (1984-1998)

- Mean cites: 25 SD: 36
- 12% of articles had 0 citations
- <4% had more than 100 citations
- Less than 6% of total variation in article citations is due to quality of the journal (Conlon et al., 2006)

# Cost of Scholarship

## Let's do the numbers...

Cohort Study: 445 management PhDs  
graduating 1977-1985

- 1659 articles: Mean cites 22 SD 36
- > 44% had 8 or fewer citations
- 12% of the articles generated 50% of the total citations

# Cost of Scholarship

## Let's do the numbers...

- The joint probability of having a paper accepted in a top journal (roughly 20% in 2007) and generating more than 100 citations (3.7% as reported in Conlon et al. 2006) is a remarkably low .74%
- In a typical 10-year period, a very active scholar works on 25 articles, placing 5 in top journals with the other 20 landing in other journals or in file drawers



# Cost of Scholarship

## Let's do the numbers...

- Pfeffer (1993): “High rejection rates mean that by far the vast majority of research effort in our field is wasted.”
- In essence, 99.26% of our research efforts do not have a major impact on the field and it is very difficult for authors to predict when a major impact might occur.

# Cost of Scholarship

## Let's do the numbers...

- How much does an A-journal article cost?

*Table 3. The Cost of Creating an A Journal Article*

Faculty salary, benefits, and overhead per year	\$300,000
Allocation of time to research	50%
Number of A journal articles produced per year	0.75
Cost per author publication	\$200,000
Number of authors	2
Cost per article	\$400,000

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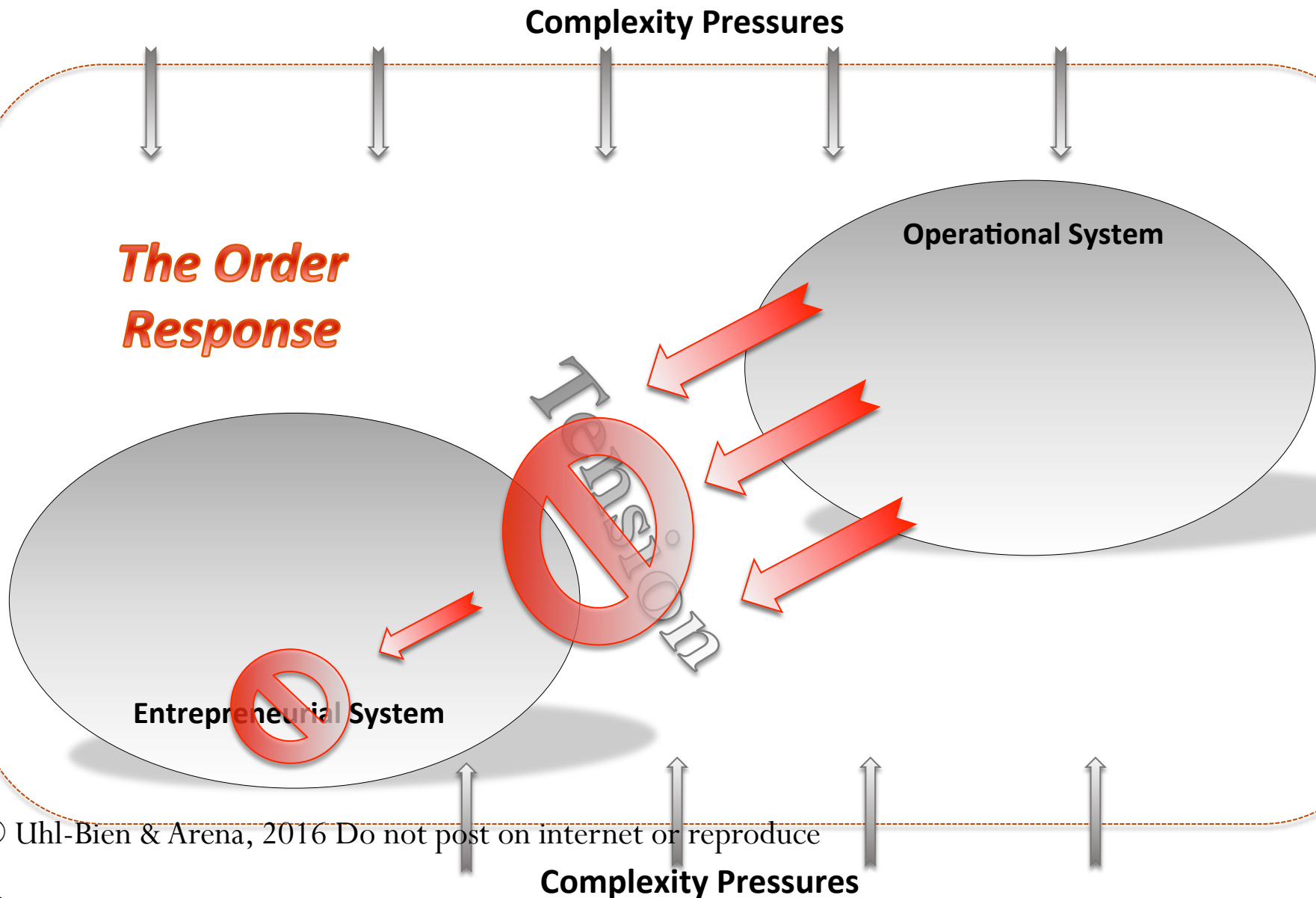
*Is it worth it?*

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**Is there change on the  
horizon?**



# Looking at it through a complexity lens

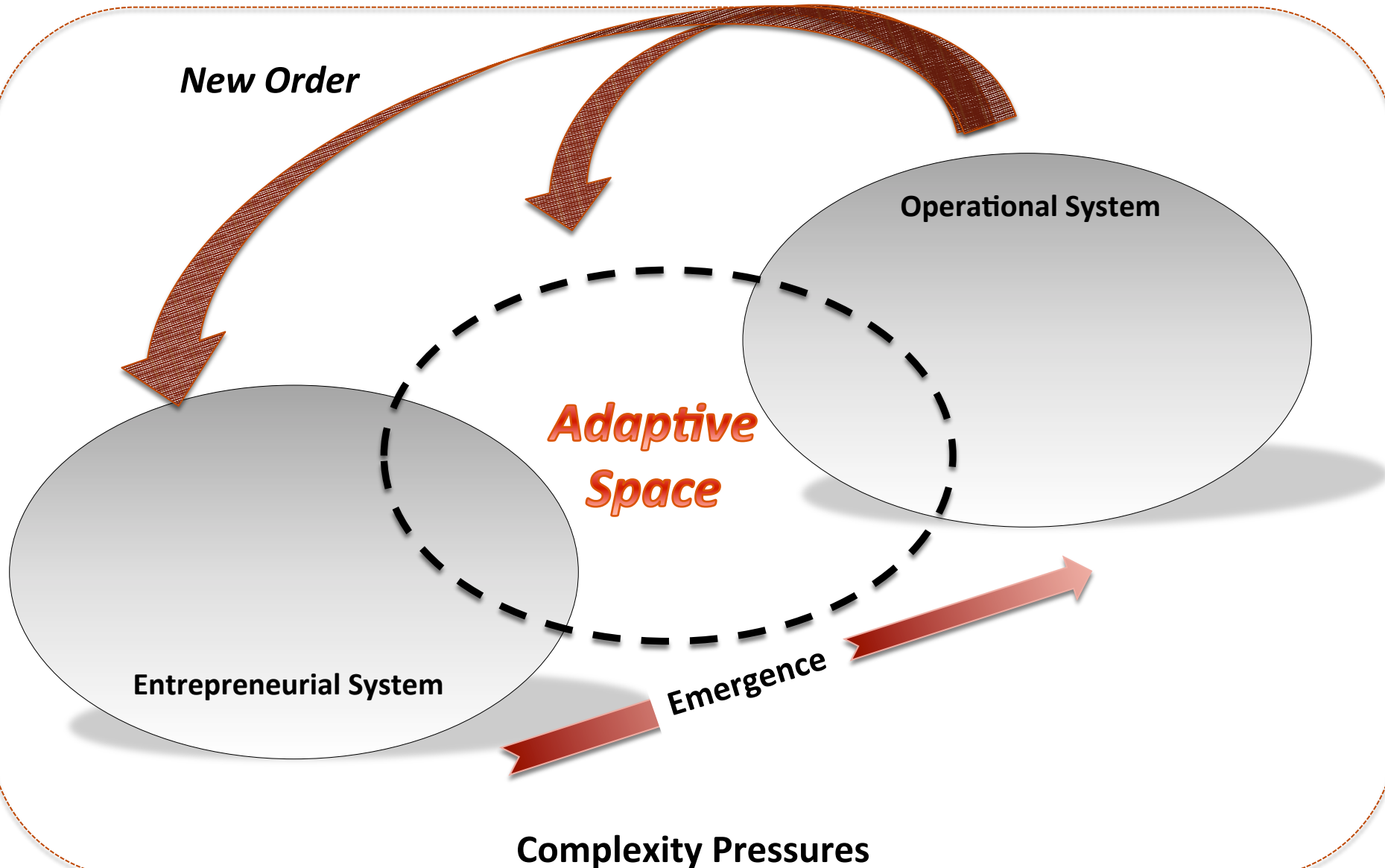


# The Order Response

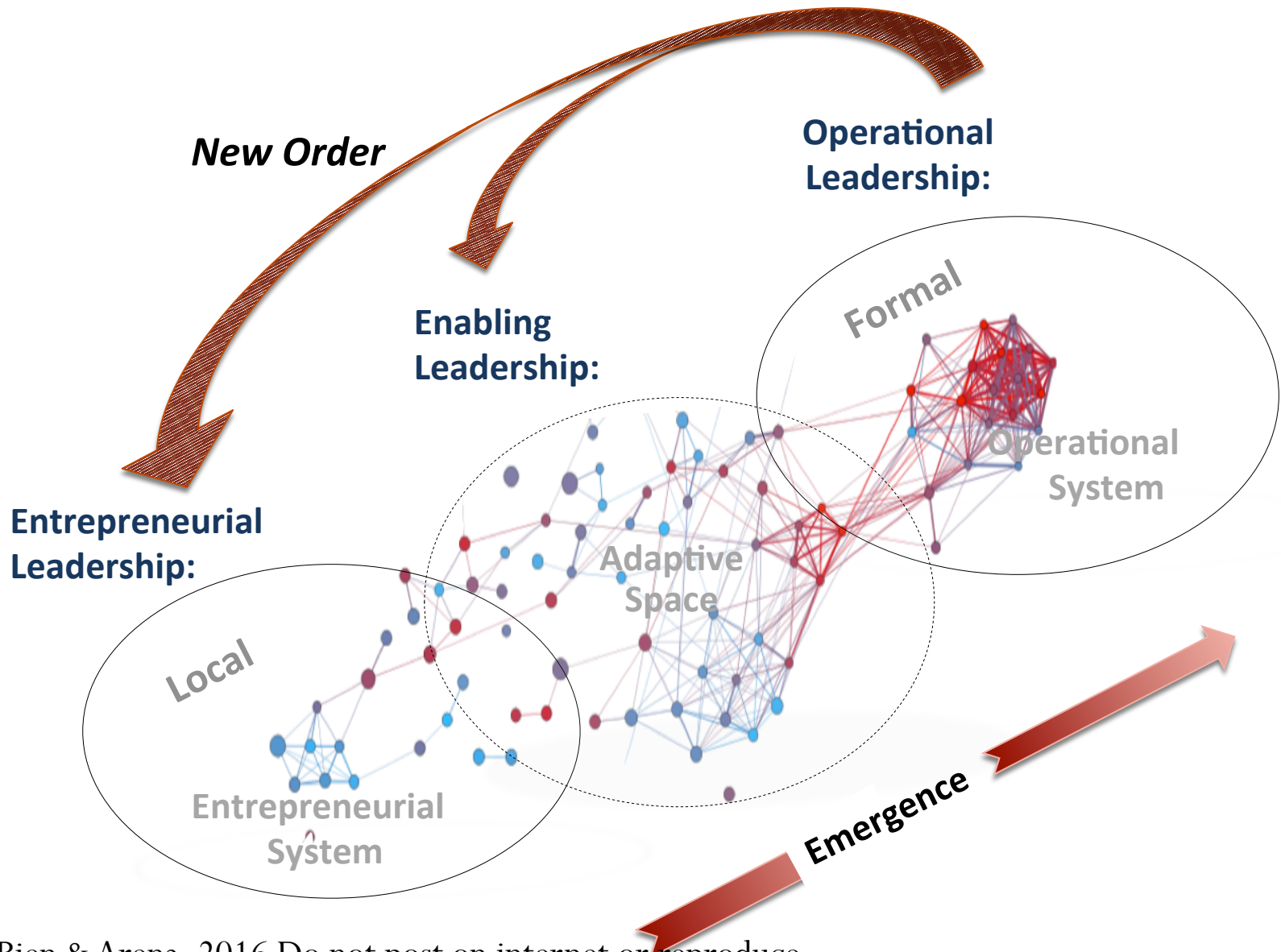
- Natural reaction & pervasive
  - Pull the system back to equilibrium



# Organization as Complex Adaptive System



# Complexity Leadership Model



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# Signs of Adaptive Space



# BAM Conference Sept 2016

## Thriving in Turbulent Times



“It has become clear that many of our old models and theories were formed to deal with a very different set of circumstances and are therefore of questionable relevance to the contemporary work environment. We need new ideas, models and epistemologies consistent with connective, unpredictable, distributed, dynamic contexts. Such work needs to be undertaken from multiple perspectives and practices of different research disciplines.”

# EFMD: International Network for Management Development


**global  
focus**  
The EFMD Business Magazine



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**Embrace disruption**





Anne S Tsui suggests how business school scholars can overcome the growing criticism of irrelevant and self-serving research.

# Reconnecting with the business world

SOCIALLY RESPONSIBLE SCHOLARSHIP

Is it socially responsible to produce scholarship that provides no value for practice, especially scholarship in practice-oriented disciplines such as business and management? Is it socially responsible to apply valuable intellectual and financial resources to the paper production function for the sole purpose of improving school rankings?

www.originalfocus.com

Anne S Tsui suggests how business school scholars can overcome the growing criticism of irrelevant and self-serving research

# Reconnecting with the business world

SOCIALLY RESPONSIBLE SCHOLARSHIP

Even without direct monetary involvement, the "Management science credibility" study reported researchers join "article publication communes" to increase the number of papers. Eight in 10 respondents in this study had witnessed faculty inappropriately accepting or assigning authorship credit. Is it socially responsible scholarship to engage in these questionable research practices?

www.originalsource.com

Anne S Tsui suggests how business school scholars can overcome the growing criticism of irrelevant and self-serving research

## Reconnecting with the business world

SOCIALLY RESPONSIBLE SCHOLARSHIP



How long will taxpayers, private and public funding agencies, and society at large tolerate these self-serving, inward-looking, "castle in the sky" research practices?

reviewed.org/globalfocus

Anne S Tsui suggests how business school scholars can overcome the growing criticism of irrelevant and self-serving research

# Reconnecting with the business world

SOCIALLY RESPONSIBLE SCHOLARSHIP



# Signs of adaptive space

## Socially Responsible Business School Research Project:

1. Identify and discuss actionable opportunities in a position paper through inviting inputs from both scholars and practitioners in different sectors of global society.
2. Invite debates, through internet, conference and other platforms, on these opportunities by engaging all affected parties interested in having a voice and a role in transforming research toward the vision.
3. Seek to identify and undertake relevant steps to encourage critical stakeholders to engage in changing the critical parameters toward responsible research in service of society by business schools.

# Signs of adaptive space



# Co-Creators of Knowledge

- Essential to knowledge creation partnerships are networks and platforms that connect people and curate information and ideas
- Changing structures in academic publishing, including open publishing, academic blogging, and social media appear to have potential to influence the ways in which research is produced, reviewed, shared and used.
- Platforms that crowd-source data, research subjects, data analysis and reactions to findings have potential to further break down research silos

# Initiatives to change the status quo

- Research Excellence Framework. 2011. *Decisions on assessing research impact*. <http://www.ref.ac.uk/pubs/2011-01/>
- *San Francisco Declaration of Research Assessment*. 2012.  
<http://www.ascb.org/dora-old/files/SFDeclarationFINAL.pdf>.
- Schekman, R. 2013. Nobel prize winner not publishing in top journals.  
<http://www.theguardian.com/commentisfree/2013/dec/09/how-journals-nature-science-cell-damage-science>
- Editors pledge to uphold ethics in publications, 2014.  
[www.editorethics.uncc.edu](http://www.editorethics.uncc.edu)



# Initiatives to change the status quo

- *Strategic Management Journal* call for repeatable results with emphasis on data accessibility and transparency.
- *AMJ* calls:
  - Climate change and management
  - Aging populations and management
  - Organizations with purpose
  - Rethinking governance and management research
  - Grand challenges in management



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**6–9 December 2016**

School of Management, QUT Business School  
Brisbane, Australia



## For some...

- There will be no change. Times might be interesting, but you will continue doing what you are doing and ride it out.



## For others...

- This will be a gradual transition and you simply need to prepare yourself to be the best researcher and teacher you can be and use your skills in an agile and adaptive way.



# For those in disruption...

- “The Jedi master Yoda one said (apparently a long time ago in a galaxy far, far away):”



*You must train yourself to let go of everything you fear to lose.*



# And for those who want the change...

- It is coming! You can take advantage and jump on opportunities by equipping yourself with skills needed to excel and thrive in this new environment.

