

Demystifying the R&R Process

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What makes a great
paper?

- Focus on a topic that is meaningful for the discipline – one that advances knowledge dramatically rather than incrementally.
- Highlight the relevance of the topic for both scholars and practitioners.
 - Too often, authors write about what interests them not what interests readers.
- Ensure that your research contributes to something of real value to the literature and to practice.

Prior to submission

- **Know the journal**

- Mission of the journal, types and content of articles published

e.g., featured or shorter research reports; empirical or theoretical; quantitative and/or qualitative; systematic reviews or meta-analyses

- Style in which the manuscript should be written.

e.g., APA style, AMJ format

- History and characteristics of the journal.

e.g., acceptance rate, lag from submission to publication

- Publication rules

e.g., copyright issues, confidentiality of materials, conflict of interests

Prior to submission

- **Review the manuscript prior to submission**
 - Ask a colleague for a friendly review.
 - Proof the manuscript for completeness, correct grammar and punctuation, and elimination of spelling mistakes and typos.

What happens when a manuscript is submitted to a journal?

How are reviewers selected?

How does the Journal handle your resubmission?

- **Two systems in general use**
 - Manuscript Central
 - Elsevier Manuscript Manager

What do Editors base their decisions on when they give R&Rs?

Implications for authors

- **Write a persuasive introduction that**
 - States the research question
 - Summarizes existing knowledge on the topic
 - Identifies the contribution of the current study
 - Explains why that contribution is important for advancing the field

What should you do when you get an R&R?

Why did you get an R&R instead of a rejection?

The revision plan

- **Be ready to tear down and rebuild**
 - Take everything as high-risk.
 - Be willing to make big changes, so you can shake the foundations a bit and build a new (and hopefully) stronger manuscript.



The revision plan

- **Separate issues from suggestions**
 - Your job as an author is to respond to every issue, not to incorporate every suggestion.
 - It is fine to say no to reviewers' suggestions, but present evidence.
 - If reviewers are pointing you to different directions, the solution is not to write an incoherent paper, but a paper that you are happy about.

How can an R&R lead to a rejection?

Issues on alignment

- Your problem does not align with your contributions.
- Your variables do not align with your problems/objectives.
- Your arguments do not align with the tenets of your framework.
- Your constructs do not align with your measures.

What makes a convincing response letter?

Suggestions for a convincing response letter

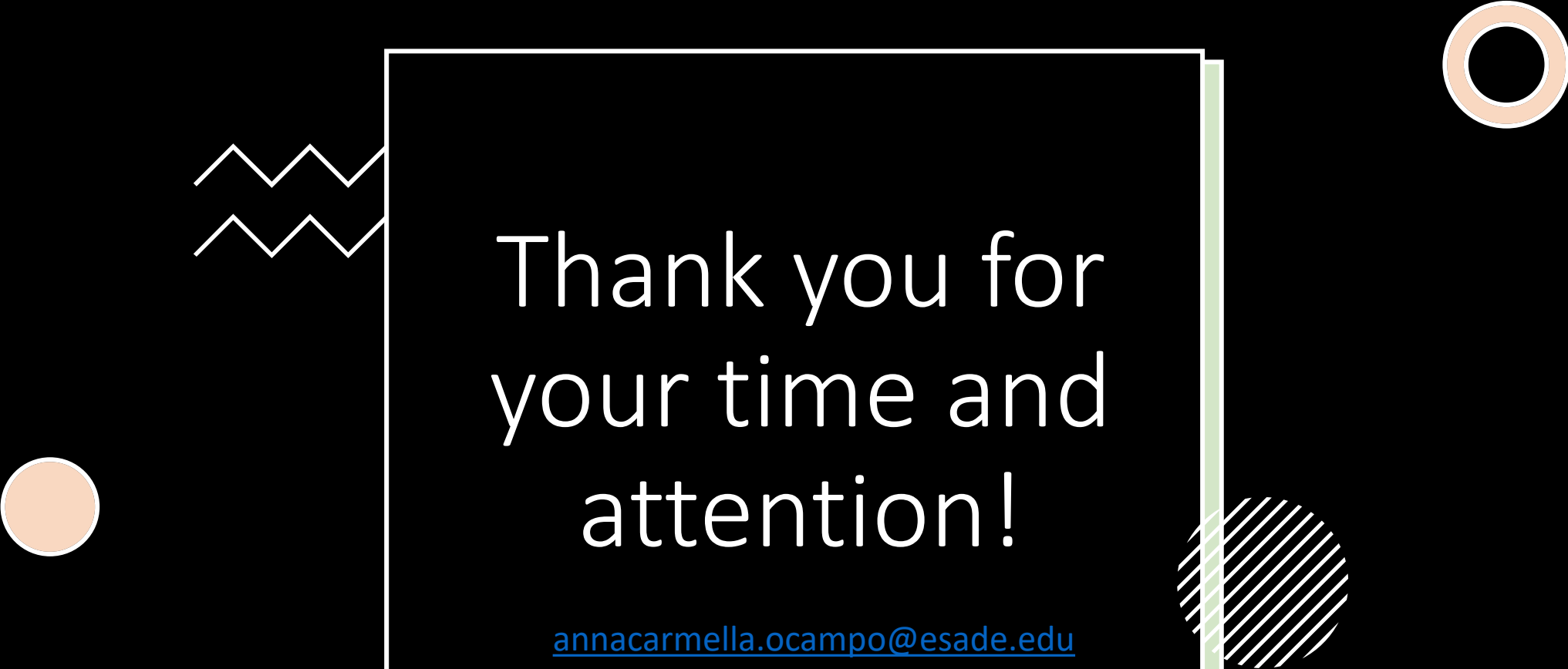
- Be precise in your response *especially* to the Editor's comments.
- Respond point-by-point. Do not make it a scavenger hunt.
- Do not just copy and paste your responses. Respond idiosyncratically to each person.
- Treat it as a conversation. Walk them through the thought process. Show that you took the advice of the review team.
 - "We read this point, and our takeaway is..."
 - "This is how we tackled the issue..."

Discussion Points

Recommended reading

- Alvesson, M., & Sandberg, J. (2011). Generating research questions through problematization. *Academy of Management Review*, 36(2), 247-271.
- Barley, S. R. (2006). When I write my masterpiece: Thoughts on what makes a paper interesting. *Academy of Management Journal*, 49(1), 16-20.
- Baruch, Y., Konrad, A., Aguinis, H., & Starbuck, W. (Eds.). (2008). *Opening the black box of editorship*. Springer.

Questions? Comments?



Thank you for
your time and
attention!

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