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Aims and scope

IJMR **publishes review articles that make a significant theoretical or conceptual contribution to scholarship in management and organization studies.**

We welcome submissions that **challenge and shift paradigms** in an engaging and convincing way.

We welcome **both** literature reviews and evidence syntheses, but all contributions should be grounded in a **thorough review of the field**.

Articles should offer a **strategic platform for new directions in research** and make a substantive difference to how scholars might conceptualise research and knowledge in their respective fields.

IJMR

What sets *IJMR* apart?

- *IJMR* is a **reviews** journal,

- but all *IJMR* papers must make a **novel conceptual contribution** to the literature (i.e. we don't publish reviews that fail to do this),

- we publish papers on a **wide range of topics** so long as there are clear links to management studies,

- we encourage **interdisciplinarity**, and

- we are **global**, welcoming pluralist research perspectives and methods.

Why *IJMR* is for you

- Strong **impact factors**, rankings and ABS rating

- The **most influential** non-US business and management journal

- **Widely recognised** quality of published work

- Platform for **breakthrough, game-changing, interdisciplinary ideas**

Submitting to *IJMR*

- All submissions are handled via Scholar1 Manuscripts: **mc.manuscriptcentral.com/ijmr**

- **504** manuscripts submitted in 2021

- **6% acceptance** rate

- **73%** desk rejection rate

- **Geographical distribution** of submissions:

  - Europe: 43%,

  - Asia: 34%,

  - North America: 8%,

  - South America: 5%,

  - Australia: 5%,

  - Africa: 4%

Publication criteria to consider

- Is your sub-field in management and organization studies **mature enough to warrant a literature review** or evidence synthesis?

- Is the review **differentiated from other, similar topics** previously published in *IJMR* and anywhere else?

- Is the review **up-to-date**?

- Are there **reasoned, authoritative conclusions** as to current thinking in the field, or where the literature should be going?

- Is there a **complete and critical analysis** of the literature surveyed?

- Does the review make a significant contribution to knowledge by proposing novel frameworks, perspectives or critical insights that **shed new light on the topic** and advance our thinking?

Peer Review Process
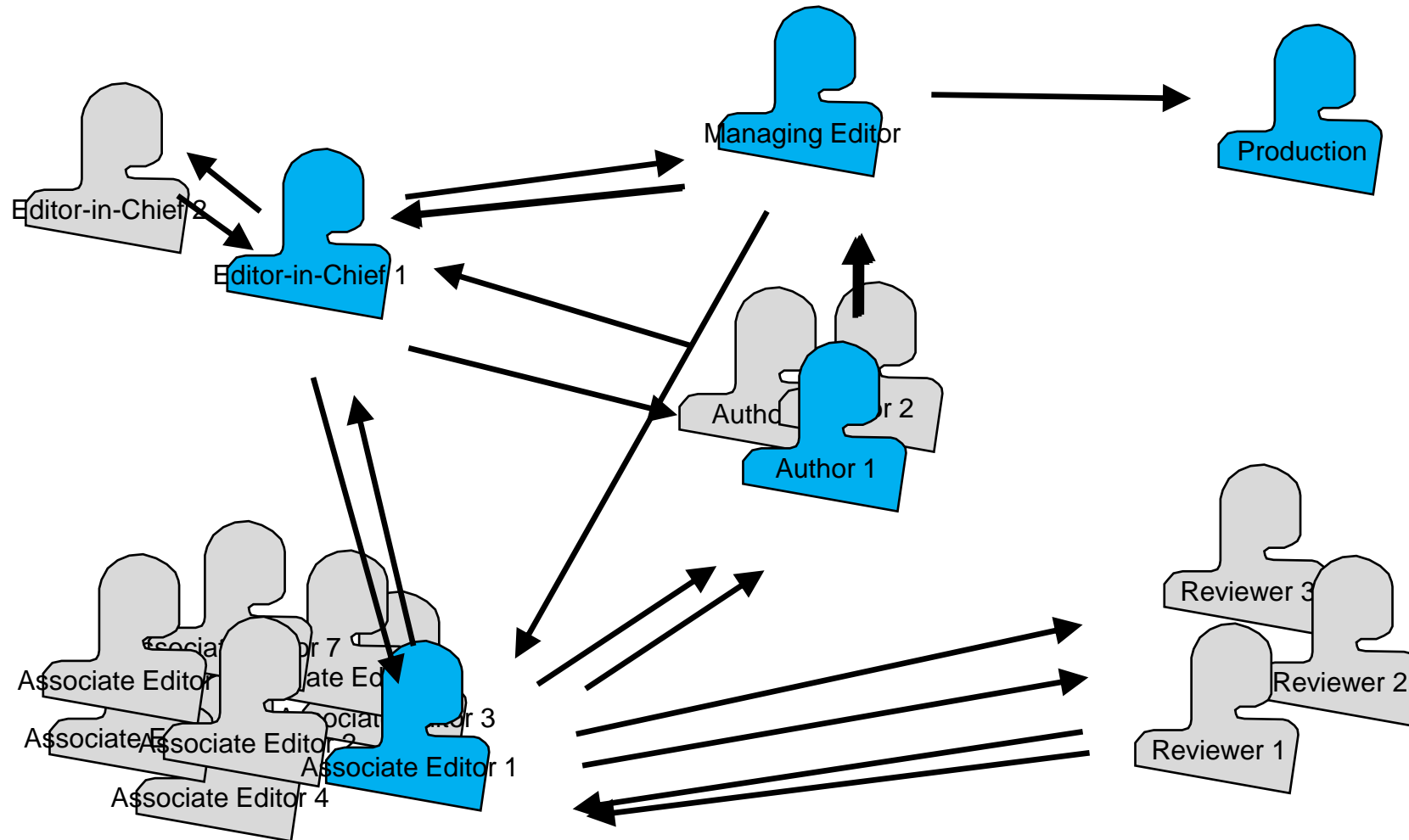
Conceptual contribution

- Theory might be defined as 'a statement of **concepts** and their **interrelationships** that shows how and/or why a phenomenon occurs' (Corley & Gioia, 2011).

- Whetten (1989) considers a theoretical contribution in terms of how one conceptualizes key questions relating to the **what, how, why, and who/when/where** of a phenomenon

- The **utility** and **originality** of a contribution (Corley and Gioia; 2011) - incremental or revelatory

- '**Significant**' contributions reveal 'what we otherwise had not seen, known, or conceived' (Corley & Gioia, 2011) and need to be '**interesting**', questioning assumptions, denying the assumed (Davis, 1971), or surprising and unexpected (Corley & Gioia, 2011).

Miners and Prospectors

- Contribution that **fills gaps** in an existing knowledge domain

- Contribution that look to shape the direction of research or **search for new knowledge domains**

Breslin, D., and Gatrell, C. (2020). Theorizing through Literature Reviews: The Miner-Prospector continuum. *Organizational Research Methods,* DOI.org/10.1177/1094428120943288

The Miner's Path

- **Choose** a mine
- Choose a **position** in the mine
- **Fit** into the work of your colleagues
- Choose your **tools**
- Carve out your **contribution**

Breslin, D., and Gatrell, C. (2020). Theorizing through Literature Reviews: The Miner-Prospector continuum. *Organizational Research Methods,* DOI.org/10.1177/1094428120943288

The Miner's Path

- See how your contribution fits with others
- **Incremental steps** towards the bigger picture

Breslin, D., and Gatrell, C. (2020). Theorizing through Literature Reviews: The Miner-Prospector continuum. *Organizational Research Methods,* DOI.org/10.1177/1094428120943288

Incremental Contributions

- Put **boundaries** on research domains

- Stay within a **discipline**

- Researcher's interpretation of management knowledge

- Anything new to practice?

- Critiqued as a **Silo** approach

Breslin, D., and Gatrell, C. (2020). Theorizing through Literature Reviews: The Miner-Prospector continuum. *Organizational Research Methods,* DOI.org/10.1177/1094428120943288

Prospector's Calling

"…While some opportunities are of the "low-hanging fruit" variety, others call for **creative** and **courageous efforts** to explore topics of unknown variety with a substantial **risk of dead ends** and empty hands but with potential to **rejuvenate and enlighten** the entire landscape. Without discovery driven explorations, research will likely increasingly travel on narrow roads that can suffocate further social traffic on imprinting…" (Simsek et al., *Journal of Management*, 2015).

Breslin, D., and Gatrell, C. (2020). Theorizing through Literature Reviews: The Miner-Prospector continuum. *Organizational Research Methods,* DOI.org/10.1177/1094428120943288

Prospector's Calling

- Take a **gamble**
- Look at the **big picture**
- Search for **less trodden paths**

Breslin, D., and Gatrell, C. (2020). Theorizing through Literature Reviews: The Miner-Prospector continuum. *Organizational Research Methods,* DOI.org/10.1177/1094428120943288

Breakthrough Contributions

- **Broader perspective**
- Not constrained by disciplinary boundaries
- Reflection of what research to date has to offer
- **Generalised** as opposed to silo approach
- **Higher risk**
- **Crossing established boundaries**

Breslin, D., and Gatrell, C. (2020). Theorizing through Literature Reviews: The Miner-Prospector continuum. *Organizational Research Methods,* DOI.org/10.1177/1094428120943288

From Mining to Prospecting
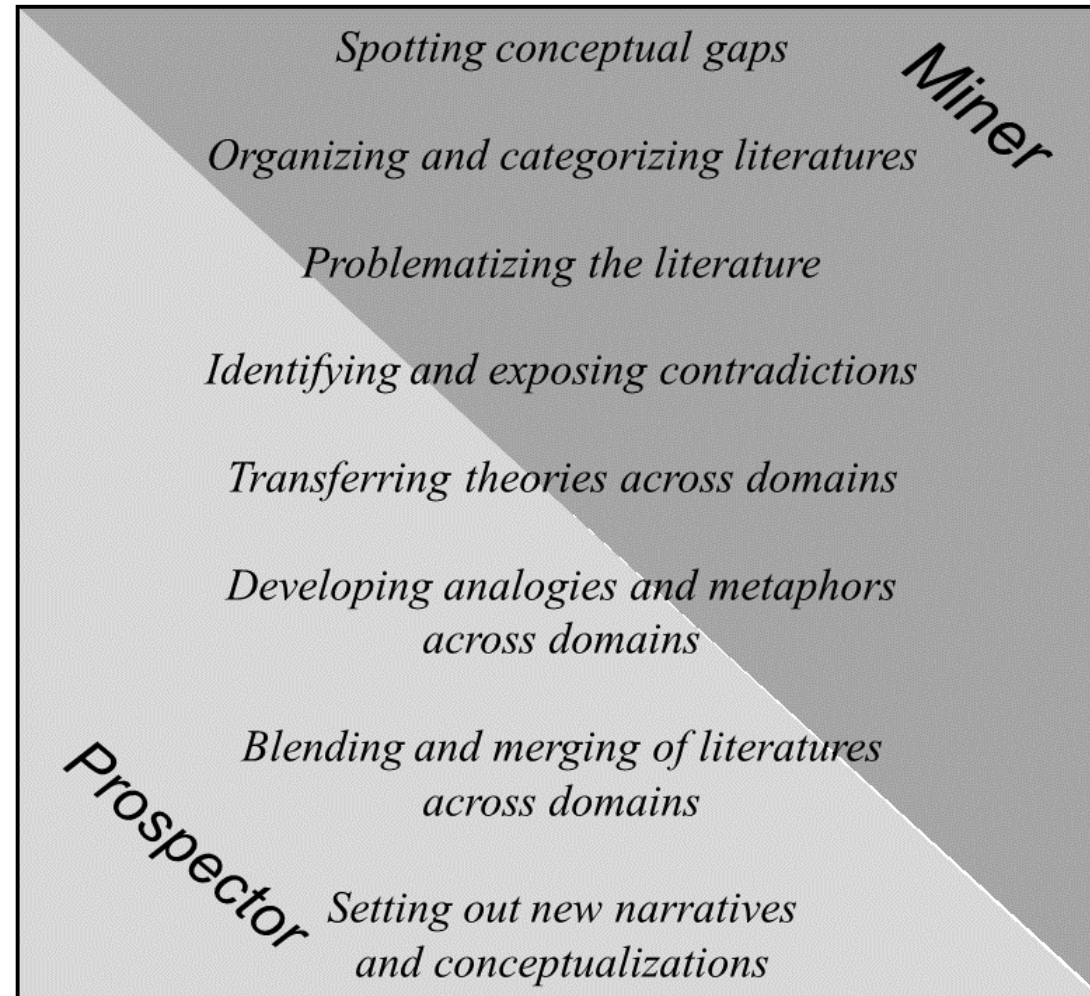
Spotting Conceptual Gaps

Opportunity Evaluation as Future Focused Cognition: Identifying Conceptual Themes and Empirical Trends

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The evaluation of opportunities to introduce new goods or services to one or more markets is an essential part of entrepreneurship, and the last decade ushered in a steady stream of studies on the topic. However, to date, this knowledge has not been systematically reviewed. The current article addresses this gap by synthesizing studies that speak to the evaluation of entrepreneurial opportunities. The review of 53 articles involves the development of a thematic framework used to organize the literature in terms of conceptual and empirical themes as well as patterns in publication trends. The insights derived culminate in an integrative framework that conceptually describes what goes on in the 'mind in the middle' as opportunity evaluation unfolds. The model illuminates a path for future research that guides improved understanding of the cognitive dynamics that lead some individuals to believe that a set of circumstances represents an attractive opportunity while others have little confidence that the same circumstances represent an opportunity at all.

…**spot a gap** in opportunity discovery literature on opportunity evaluation. They argue that the literature suffers from an 'incompleteness problem' (Locke & Golden-Biddle, 1997)…

Wood, M. S., & McKelvie, A. (2015). Opportunity evaluation as future focused cognition: Identifying conceptual themes and empirical trends. *International Journal of Management Reviews, 17*(2), 256-277.

Organising and Categorising Literature IJMR

Routines Revisited: Exploring the Capabilities and Practice Perspectives

Anne Parmigiani ✉ and Jennifer Howard-Grenville

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Abstract

Organizational routines, repetitive patterns of interdependent organizational actions, have been investigated through the lens of capabilities, rooted in organizational economics, and the lens of practice, grounded in organization theory. The former approach emphasizes the "what" or "why," while the latter emphasizes the "how." In this review, we summarize both of these literatures and explore recent empirical studies in each stream, identifying common themes. In particular, we compare and contrast how each perspective incorporates the effects of individual actors, tacit knowledge, ambidexterity, and context specificity. We find that the two streams of work have distinct trajectories and strengths, but elements of each can be complementary to developing a more holistic understanding of organizational routines.

… contribute to the literature by **organizing and categorizing** the routines literature into two broad camps of capabilities- and practice-based approaches… highlights important differences … and ways in which both sides can inform research within the other, and ongoing challenges for both…

Parmigiani, A., & Howard-Grenville, J. (2011). Routines revisited: Exploring the capabilities and practice perspectives. *Academy of Management Annals*, *5*(1), 413-453.

Problematizing the Literature

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Organizational routines and capabilities: Historical drift and a course-correction toward microfoundations

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Summary   Organizational routines and capabilities have become key constructs in fields such as organization studies, strategic management, international business, and technology management, as well as certain parts of economics. We discuss the historical origins of the notion of routines and highlight some of the theoretical drift associated with the notion of routines over time. In particular, we note how recent routines-based work has unnecessarily moved the focus (1) from the individual to the collective level, (2) from intentional behavior to unintentional behavior, and (3) from the observable to the non-observable dimension. In parallel we also explicate the underlying theoretical problems of the concept of organizational routines (and associated constructs, such as capabilities); problems such as the lack of conceptual clarity on the origins of routines, and the more general need for microfoundations. We argue that the underlying, individual-level micro-components and interactional dynamics deserve more attention in extant work—calling in effect for a course-correction in work on organizational routines and capabilities. We highlight how an emphasis on (1) the origins of routines, (2) intentionality and exceptions, and (3) aggregation and emergence, provide opportunities to course-correct future research on organizational routines and capabilities.

… **problematize the literature** on routines, by arguing that it has overly focused attention on the collective level, ignoring important micro-foundations. As a result, they argue it is difficult for the routine concept to explore the origins of the same phenomena…

Felin, T., & Foss, N. J. (2009). Organizational routines and capabilities: Historical drift and a course-correction toward microfoundations. *Scandinavian Journal of Management*, 25(2), 157-167.

Identifying and Exposing Contradictions *IJMR*

The Dark Side of Stakeholder Reactions to Corporate Social Responsibility: Tensions and Micro-level Undesirable Outcomes

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With a review of literature on corporate social responsibility (CSR) and its micro-level impacts, this paper proposes an integrative framework to map undesirable relational outcomes of CSR activities on internal (employees) and external (customers) stakeholders. By adopting a paradox-based perspective, the authors determine that unexpected, adverse stakeholder reactions to CSR are driven primarily by either performing or belonging tensions, related to exchange- and identity-based stakeholder concerns, respectively. Specifically, contextual and personal influences can trigger and explain undesirable relational outcomes of CSR. On this basis, this paper offers a research agenda for developing a more refined understanding of CSR-related tensions and a more nuanced perspective on the business case for CSR.

…propose an integrative framework to track problematic outcomes of CSR activities on internal and external stakeholders. Using a paradox-based perspective, this review reveals how contextual and personal **contradictions** can set off undesirable relational outcomes of CSR…

Maon, F., Vanhamme, J., De Roeck, K., Lindgreen, A., & Swaen, V. (2019). The dark side of stakeholder reactions to corporate social responsibility: tensions and micro-level undesirable outcomes. *International Journal of Management Reviews*, *21*(2), 209-230.

Transferring Theories across Domains

IJMR

UNDERSTANDING THE (RE)CREATION OF ROUTINES FROM WITHIN: A SYMBOLIC INTERACTIONIST PERSPECTIVE

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Drawing on symbolic interactionism, we propose a process model for the creation and recreation of routines. Our model extends the performative perspective by exploring how routines, as collective accomplishments, are (re)created from within. In particular, we examine the mutual constitution of routines' constituent parts (performative and ostensive) through interaction, and we develop endogenous explanations of routine (re)creation grounded on the actions and understandings of mutually susceptible participants. Mead's concept of role taking, with its strong emphasis on the relational aspect of agency, enables us to account for the fitting together of individual lines of action (performative) and the sharing of participants' schemata (included in the ostensive) as mutually constituted processes that occur as participants develop distinct selves in the context of a routine. Moreover, we account for the content and structure of the ostensive aspect and propose a conceptualization that does justice to it as a singular structural construct and allows for its multiplicity.

…import the concept of symbolic interactionism (Mead, 1934) to conceptualize the process of routine formation. They thus **use Mead's concept of 'role taking' to develop an account of routine emergence**, extending the ostensive-performative conceptualization put forward by practice scholars Feldman & Pentland (2003)…

Dionysiou, D. D., & Tsoukas, H. (2013). Understanding the (re) creation of routines from within: A symbolic interactionist perspective. *Academy of Management Review*, *38*(2), 181-205.

Developing Analogies and Metaphors across Domains

ACADEMY OF Management

Imprinting:
Toward a Multilevel Theory

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ANDRÁS TILCSIK
University of Toronto

Abstract
The concept of imprinting has attracted considerable interest in numerous fields—including organizational ecology, institutional theory, network analysis, and career research—and has been applied at several levels of analysis, from the industry to the individual. This article offers a critical review of this rich yet disparate literature and guides research toward a multilevel theory of imprinting. We start with a definition that captures the general features of imprinting across levels of analysis but is precise enough to remain distinct from seemingly similar concepts, such as path dependence and cohort effects. We then provide a framework to order and unite the splintered field of imprinting research at different levels of analysis. In doing so, we identify economic, technological, institutional, and individual influences that lead to imprints at the level of (a) organizational collectives, (b) single

…**use a biology metaphor** (imprinting) to develop a multi-level theory of change and persistence in organizations. Drawing on core concepts from biology, they begin by defining the concept of imprinting in organizational terms, and then explore processes of imprinting at the level of the individual, organization and industry…

Marquis, C., & Tilcsik, A. (2013). Imprinting: Toward a multilevel theory. *Academy of Management Annals, 7*(1), 195-245.

Blending and Merging of Literatures across Domains

…contribute to the literatures in routines and transactive memory systems (TMS) by comparing and contrasting literatures in both. They examine the dynamics of change within each literature, and then consider the potential **reciprocal relationship** between the two concepts. This results in new insights in both literatures…

Argote, L., & Guo, J. M. (2016). Routines and transactive memory systems: Creating, coordinating, retaining, and transferring knowledge in organizations. *Research in Organizational Behavior*, *36*, 65-84.

Setting out New Narratives and Conceptualizations

Critical Business Ethics: From Corporate Self-interest to the Glorification of the Sovereign Pater

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Research in critical business ethics has demonstrated how economic self-interest is the primary reason that businesses adopt nominally ethical practices. After reviewing this body of research, the authors propose that it can be further developed by questioning its conception of self-interest, by exploring its non-economic dimensions and by reconsidering the meaning of the 'self' that is said to have such interests. Drawing insights from feminist theory and political theology, the paper interrogates corporate business ethics as a public glorification of corporate power based on a patriarchal conception of the corporation. Genealogically rooted in early Christian ceremonial practices used to glorify God the Father, this is a glorification for the sake of glory rather than just for the sake of commercial ends. The authors further argue that corporate business ethics is rendered as the feminized servant of the sovereign corporate patriarch, always at hand to glorify the master. The meaning of corporate business ethics is hence one where the feminine is not absent, but rather is servile to a masculinity conceived in relation to domination, greatness and sovereignty. Collectively, this shows how the power wielded and desired by corporate business ethics far exceeds the pursuit of financial self-interest; it is also related to modelling the corporation on a male God. The paper concludes by considering how research in critical business ethics can be extended through forms of inquiry that destabilize the ethical glorification of the corporation, and displace its masculinist privilege.

…**draw upon insights from feminist theory and political theology**, to articulate corporate business ethics as a public glorification of corporate power, based on a patriarchal conception of the corporation as deeply rooted in Christian ceremonial practices. Set out new theoretical agendas for understanding the reasons for corporate adoption of business ethics…

Rhodes, C., & Pullen, A. (2018). Critical business ethics: From corporate self-interest to the glorification of the sovereign pater. *International Journal of Management Reviews*, *20*(2), 483-499.

Negotiating the Peer Review Process
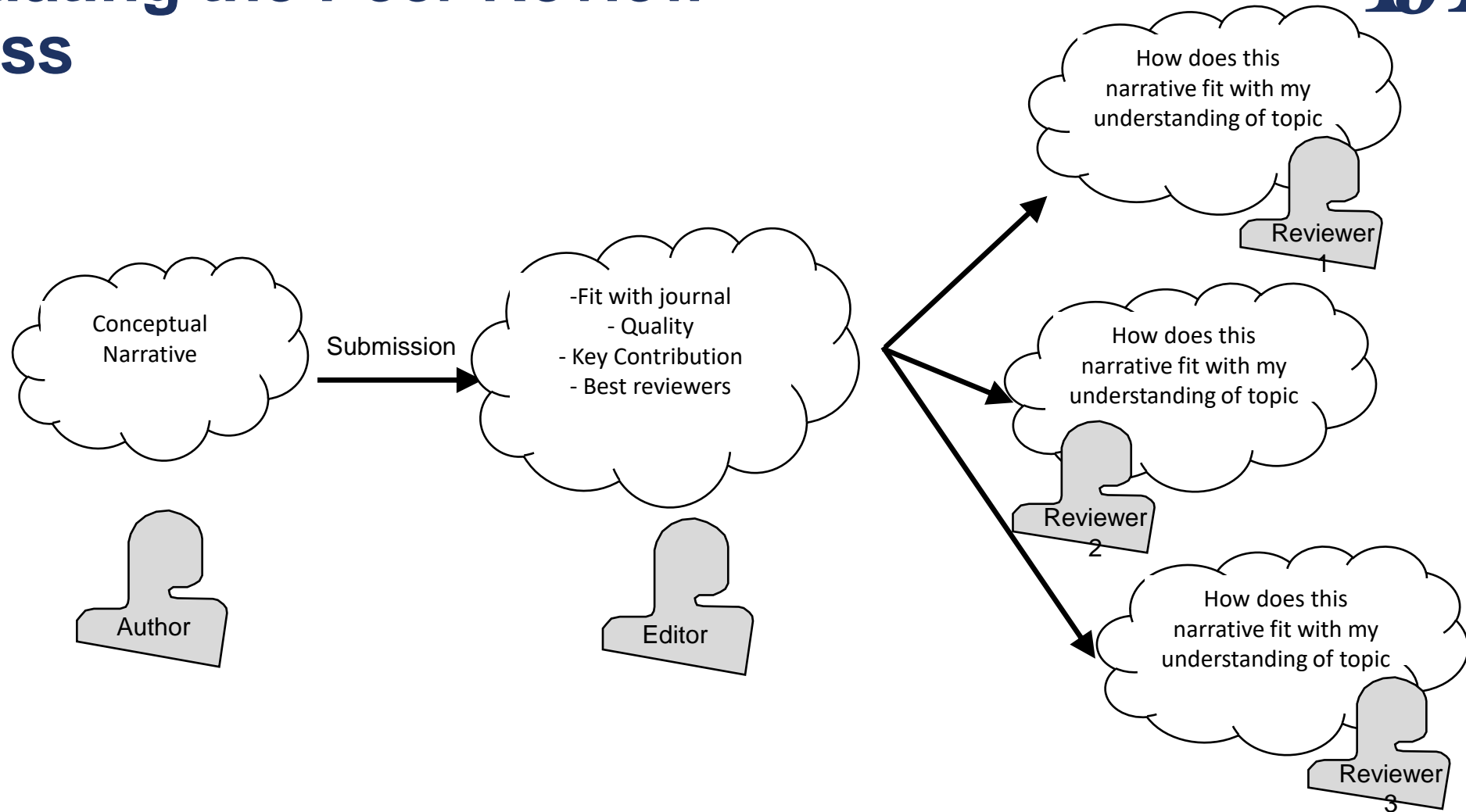
Renwick, D., Breslin. D., Price, I. (2019). Nurturing Novelty: Toulmin's greenhouse, journal rankings and knowledge evolution. *European Management Review,* **16**(1), 167-178

Where to find us:

Further reading:

Breslin, D. and Gatrell, C. (2020). Theorizing through Literature Reviews: The Miner-Prospector continuum. *Organizational Research Methods,* DOI.org/10.1177/1094428120943288

Thank you.

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