



No 9

June 2020

Research methods events at AIB 2020 Online

The RM-SIG is organizing the following activities at this year's online meeting: pre-conference workshops and masterclasses, research methods clinics and a panel session. In this newsletter, we provide an overview of these events:

CARMA–AIB pre-conference workshops and masterclasses

A total of nine workshops and masterclasses are being offered on **1–2 July** in partnership with the **Consortium for the Advancement of Research Methods and Analysis (CARMA)**. Pre-registration for these events was required.

Research methods clinics

Clinics provide roundtable discussions and direct feedback from a research methods enthusiast. A total of fourteen clinics will be held **9–10 July** at different times, on a variety of topics. Pre-registration for the clinics was required.

Panel

The RM-SIG sponsored panel is titled 'Improving the Transparency of Your Research: What It Means for You and Why You Should Care' It will take place on **6 July, 22.00—22.50 GMT**.

More details on the RM-SIG at the virtual meetings can be found at:

<https://rmsig.aib.world/>

And in the meantime, keep an eye out for us on social media!

Twitter: @AIB_RMSIG, Facebook: @AIBRMSIG

In this Newsletter:

- RM-SIG offerings at AIB 2020 Online
- Conducting research during the COVID pandemic
- How to be a good reviewer
- New book: Critical cross-cultural management
- Call for Papers: *Journal of World Business*
- From the journals: *ORM* and *JIBS*
- Interview with Larry Williams and CARMA update



AIB 2020: Research Methods Workshops and Masterclasses

Registrations have now closed, but keep an eye out for further RM-SIG events. If you have registered, we look forward to your participation

Workshop Descriptions

1. Introduction to Structural Equation Models (SEM)

Description: This workshop includes an introduction to SEM, including confirmatory factor analysis and structural equation methods with latent variables. We will discuss special issues related to the application of these techniques in organizational research, and compare these techniques with traditional analytical approaches. We will cover the conceptual and statistical assumptions underlying these methods, how to implement data analysis techniques using software programs, and how to interpret results using the contemporary software programs.

Course Instructor: Larry J. Williams, Texas Tech University (USA). **Time and Date:** July 1, 12 pm – 3 pm UTC/GMT

2. Introduction to Multi-level Analysis

Description: This workshop is introductory in nature. It starts with a brief overview of the historical roots resulting in the need to consider multilevel issues in our research designs. We then discuss the issues underlying aggregation and disaggregation as this is at the heart of multilevel modeling. The latter in turn forces us then to consider some of the analytical challenges (e.g., interdependence vs. independence of observations; intra-class correlations and variance partitioning, etc.) resulting from multilevel thinking. We then move into the basic multilevel models such as random intercept, and random slopes models. Considerable time will be spent on the latter as understanding these makes actually conducting the analyses much easier. After completing it, the topic will switch to multilevel conceptualization. Finally, we end this workshop discussing aggregation indices and their importance.

Course Instructor: Robert Vandenberg, University of Georgia (USA). **Time and Date:** July 1, 4 pm – 7 pm UTC/GMT

3. Qualitative Comparative Analysis

Description: In this workshop, the aim is to provide participants with an understanding of Qualitative Comparative Analysis. The fuzzy set QCA approach is built upon the set-theoretic comparative technique, primarily Boolean algebra, and has been introduced as a tool for integrating the strengths of qualitative and quantitative methods while overcoming the key concerns inherent in both approaches. The first part concentrates on theoretical underpinnings to understand the logic behind the case and variable-oriented approaches. The second part of the module concentrates on calibration of qualitative into quantitative data derived from primary research. The outcome will be truth tables, Venn Diagrams, empirical and configurational analyses. The third part is direct application to the students' practical applications. This workshop should contribute to knowledge and understanding of the development and operation of using qualitative data and analyzing it with a quantitative tool to derive results which would not be possible with qualitative tools only. Further, the workshop will help to develop the ability to think critically and analyze results, the ability to solve complex configurations, the ability to use information and knowledge effectively as well as quantitative skills.

Course instructor: Ursula F. Ott, Nottingham Trent University (UK). **Time and Date:** July 1, 2 pm – 5 pm UTC/GMT

4. Grounded Theory

Description: The purpose of this workshop is to introduce researchers to the underlying tenets of the grounded theory approach and to get them started in designing and conducting a grounded theory study. In the workshop, I will provide an overview of the following three major topics: (a) Understanding the approach and different methodological traditions, (b) core design characteristics of a grounded theory study, (i.e., purposive sampling, iterative data collection and analysis, triangulation and use of different sources and data), and (c) analysing data following the grounded theory method (i.e., different approaches to coding, constant comparison, memoing, triangulation, theoretical saturation, etc.). We will use some concrete examples throughout the workshop to provide hands-on advice and practical guidance.

Course Instructor: Tine Köhler, University of Melbourne (Australia). **Time and Date:** July 1, 12 pm – 3 pm UTC/GMT

5. Intermediate Structural Equation Models: Model Evaluation

Description This workshop assumes participants have some introductory knowledge of SEM, and techniques for model evaluation will be the main focus. The workshop will first cover how to build measurement models, including use of items and parcels as indicators. A second topic to be addressed is model comparison techniques, including the use of goodness of fit indices. Finally, CFA models for common method variance as an alternative explanation for findings will be discussed. The workshop will focus on how these issues arise in organizational research, and examples will be emphasized. A focus will be placed on what IB researchers should know to conduct and review research that includes these three topics.

Course Instructor: Larry J. Williams, Texas Tech University (USA). **Time and Date:** July 2, 12 pm – 3 pm UTC/GMT

6. Meta-Analysis

Description: This introductory level workshop focuses on methods for conducting a quantitative research synthesis using meta-analysis. Ultimately, the objective of this seminar is to develop participants' practical and methodological understanding of the research synthesis process and to cover the most fundamental data analysis techniques employed in this process. Specifically, we will cover critical issues in conducting meta-analyses, such as formulating a meta-analytic research question, locating the relevant literature, calculate effect sizes and coding study characteristics/contexts, analyzing effect sizes, as well as writing and presenting the results with several examples from the literature.

Course Instructor: Ahmet Kirca, Michigan State University (USA). **Time and Date:** July 2, 3 pm – 6 pm UTC/GMT

7. Intermediate Multi-Level Analysis

Description: This workshop assumes participants have some introductory knowledge of multilevel modeling. In summary, this workshop uses the Mplus statistic package to analyze a number of random coefficients multilevel models. While I use Mplus, some of the models may be evaluated using other statistical packages. There is a progression in this workshop from analyses used to test the assumptions for aggregation to complex ones involving mediation, cross-level interactions, and models in which there are variables only at the between and within levels of analyses. The examples illustrate both the random vector of means and of coefficients/slopes. None of the examples in this module are structural equation models using latent variables. The examples in this module incorporate observed variables only. Participants will be given a comprehensive handout with all the examples including syntax.

Course Instructor: Robert Vandenberg, University of Georgia (USA). **Time and Date:** July 2, 5 pm – 8 pm UTC/GMT

Masterclasses

1. Quantitative Research: Discrete-Choice Modeling

Description: The aim of the masterclass is to examine both the theory as well as applications of discrete choice models in empirical research. More specifically, based on participation, location decisions and survey data, analytical attention will be drawn to rigorous application of both binary and discrete models that could be applied in the international business (IB) context. What is more, with references to the recent applications, the appropriate model specifications and inference procedures for such models will also be examined. The masterclass is intended for IB scholars interested in the application of discrete choice models in their empirical research. Due to the limited number of places available for this masterclass and as part of the registration process, you will be asked to outline the data collection and quantitative research you are either planning to do or/are currently doing in order to explain your motivation for attending this masterclass.

Masterclass Lead: William Greene, New York University (USA). **Masterclass Lead Introduction:** Agnieszka Chidlow, University of Birmingham (UK). **Time and Date:** July 2, 4 pm – 6 pm UTC/GMT

RM-SIG events at AIB 2020 Online are being sponsored by the University of Birmingham



UNIVERSITY OF
BIRMINGHAM

BIRMINGHAM
BUSINESS
SCHOOL

2. Fieldwork and Text Work

Description: In this masterclass, John Van Maanen will encourage you to reflect on your ‘fieldwork’ and ‘text work’ practices. The masterclass will include in-depth discussion of selected examples of exemplary ethnographic texts. As well, you will be encouraged to consider possible research designs and fieldwork options in your own area of interest. You will gain insight into how texts based on qualitative research persuade, and of current practices and styles for writing up international business research. Pre-readings and discussion questions have been set, so you will be expected to come to the session well prepared, and ready to join in the group discussion. Space in the masterclass is limited, so as part of the registration process, you will be asked to outline the qualitative research you are currently doing and/or planning, and to explain your motivation for attending this masterclass.

Masterclass Lead: John Van Maanen, MIT (USA). **Masterclass Lead Introduction:**

Catherine Welch, University of Sydney (Australia) and Rebecca Piekkari, Aalto University (Finland). **Time and Date:** July 2, 6 pm – 8 pm UTC/GMT

AIB Research Methods Clinics

Thursday, July 9

- **Multinomial, Ordered and Conditional Model:** Stewart Miller (University of Texas San Antonio, USA)
- **Qualitative Methods:** Catherine Welch (University of Sydney, Australia)
- **Structural Equation Modelling (SEM):** Bo Nielsen (University of Sydney, Australia)
- **Mixed Methods:** Niina Nummela (University of Turku, Finland)
- **Experimental Research:** Ursula F. Ott (Nottingham Trent University, UK)
- **Nested & Logits/Probit Models:** Stewart Miller (University of Texas San Antonio, USA)

Friday, July 10

- **Qualitative Methods:** Rebecca Piekkari (Aalto University, Finland)
- **QCA:** Stav Fainschmidt (Florida International University, USA)
- **Categorical Data/Survey Design:** Elizabeth Rose (University of Leeds, UK)
- **Panel Data & Poisson Models:** Stewart Miller (University of Texas San Antonio, USA)
- **Data Collection in Cross-County Studies:** Roberta Aguzolli (Durham University, UK)
- **Qualitative Methods:** Fiona Moore (Royal Holloway University of London, UK)
- **Data Collection Equivalence in Cross-Country Studies:** Agnieszka (Aggie) Childow (University of Birmingham, UK)
- **Hierarchical Linear Modelling:** Bo Nielsen (University of Sydney, Australia)

For more details, see: <https://www.aib.world/events/2020/program/methods-clinics/>

RM–SIG Sponsored Panel

The RM-SIG sponsored panel is titled ‘Improving the Transparency of Your Research: What It Means for You and Why You Should Care’

It will take place on Monday July 6, 22.00—22.50 GMT.

Panel Chair: Agnieszka Chidlow (University of Birmingham).

Panelists: Denis Arnold (UNC Charlotte), Klaus Meyer (Ivey Business School), Bob Vandenberg (University of Georgia and CARMA Fellow), Larry Williams (Texas Tech University and CARMA Director), Catherine Welch (University of Sydney).

Academy of International Business Annual Meeting 2020 Research Methods—Shared Interest Group

Masterclass

A masterclass on discrete choice modelling will be offered as one of the pre-conference events for AIB 2020 Online. Time and Date: July 2, 4 pm – 6 pm UTC/GMT

Instructor: Professor William Greene, New York University (USA) (<http://people.stern.nyu.edu/wgreene/>)



The aim of the masterclass is to examine the theory and some applications of discrete choice models in empirical research. More specifically, based on participation, location decisions and survey data, an analytical attention will be drawn to rigorous application of both binary and discrete models that could be applied in the international business (IB) context. Appropriate model specifications and inference procedures will also be examined. The masterclass is intended for IB scholars interested in the application of discrete choice models in their empirical research.

The content of the masterclass is as follows:

1. Why a masterclass?
 - 1.1. Regression and correlation
 - 1.2. Social science modelling with discrete data
 - 1.3. Techniques and results – computations
 - 1.4. What can be learned from social science data?
2. Introduction to topics in the course.
 - 2.1. Discrete data: binary, scale, multinomial choice, counts
 - 2.2. Endogeneity, causality and treatment effects
 - 2.3. Attrition and non-random sampling
 - 2.4. Panel data
3. Random utility and binary choice models
4. Scale Variables, ordered discrete outcomes
5. Multinomial outcomes: unordered discrete outcomes
6. Software

Background:

- Greene, W. 2018. *Econometric Analysis* (8th Ed.), Prentice Hall Binary Choice.
- <http://people.stern.nyu.edu/wgreene/AIB/Notes1-BC.pdf>
- <http://people.stern.nyu.edu/wgreene/AIB/Zombies.pptx>
- Scott, A., Schurer, S., Jensen, P.H., & Sivey, P. 2009. The Effects of an Incentive Program on Quality of Care in Diabetes Management, *Health Economics*, 18:1091-1108. <http://people.stern.nyu.edu/wgreene/AIB/Scott-et-al-DiabetesTreatment2009.pdf>

Ordered Choice:

- <http://people.stern.nyu.edu/wgreene/AIB/Notes2-OC.pdf>
- Contoyannis, A., Jones, A.M., & Rice, N. 2004. The dynamics of health in the British Household Panel Survey, *Journal of Applied Econometrics*, 19:473-503.
- <http://people.stern.nyu.edu/wgreene/AIB/Contoyannis-et-al-HealthSatisfaction2004.pdf>
- Gregory, C. & Deb, P. 2015. Does SNAP Improve Your Health?, *Food Policy*, 50:11-19.
- <http://people.stern.nyu.edu/wgreene/AIB/Gregory-Deb-SNAP-Bivariate-OP-Probit2015.pdf>
- Jones, A. & Schurer, S. 2011. How Does Heterogeneity Shape the Socioeconomic Gradient in Health Satisfaction? *Journal of Applied Econometrics*, 26: 549-579.
- <http://people.stern.nyu.edu/wgreene/AIB/Jones-Schurer-Heterogeneity2011.pdf>

Multinomial Unordered Choice:

- <http://people.stern.nyu.edu/wgreene/AIB/Notes3-MNL.pdf>
- Chidlow, A., Salciuvienė, L., Young, S. 2009. Regional Determinants of Inward FDI Distribution in Poland, *International Business Review*, 18:119-133.
- <http://people.stern.nyu.edu/wgreene/AIB/Chidlow-et-al-InwardFDI2009.pdf>
- Chidlow, A., Holmström-Lind, C., Holm, U., & Tallman, S. 2015. Do I Stay or Do I Go? Sub-National Drivers for Post-Entry Development, *International Business Review*, 24: 266-275.
- <http://people.stern.nyu.edu/wgreene/AIB/Chidlow-et-al-Development2015.pdf>

Conducting Qualitative Research during Times of Uncertainty

Contributed by Amir Qamar, University of Birmingham

There are approximately 6.3 million Covid-19 confirmed cases spread across over 200 countries around the world and the global pandemic has resulted in a radically altered environment, given social distancing, quarantining and lockdowns. Not only will this have long-term repercussions within the global economy, but it will also reshape the Higher Education environment. Although there is much focus on how universities are rapidly adjusting their infrastructure and modes of teaching in line with this new reality, there has been less discussion about how as social scientists we will conduct our research under these conditions. We are undoubtedly living in an unusual time, but perhaps we can use this shock to remould traditional methodological practices and encourage greater innovation.



While the current situation provides new research topics, it is important to think about how we will conduct research in these very different circumstances. From a methodological perspective, it is expected that quantitative researchers who make use of secondary datasets will be less impacted by such constraints (Marhefka *et al.*, 2020). It could be argued that qualitative researchers will be disproportionately affected, given their traditional reliance on interaction with their participants in 'natural' field settings. However, qualitative researchers have been quick to start the discussion about how they can adapt their methodological practices during times of restrictions of movement, lockdowns, remote working and social distancing.

Before outlining some of the ways we can move forward, it is important to remember that the design of qualitative research encompasses three different stages, namely: 1) site selection and sampling; 2) data collection methods; and 3) data analysis strategies (Ravitch, 2020).

Arguably, the first two stages will be most impacted by current constraints. Given that physical networking is not occurring, researchers may be apprehensive about how they can identify participants for their studies. Moreover, researchers may feel anxious when asking businesses, and in turn, people, for their time to conduct interviews. This is an important ethical consideration, not just practical constraint, as the pandemic has resulted in many businesses reaching the tipping point in terms of their survival and individuals facing increased stress due to being displaced or unemployed, or working from home while trying to juggle family responsibilities. While working from home might also provide a more relaxed and informal setting than a traditional office environment, Jowett (2020) advises researchers to be sensitive to these pressures when approaching potential research participants. While these considerations suggest that response rates and willingness to participate in research may be low, as many people work from home, away from social environments of work, on the positive side they may be willing to engage in interviews due to the human interaction they offer.

Typically, qualitative data collection is heavily dependent on face-to-face interactions (Jowett, 2020) as it enables data to be acquired via interviews, focus groups and fieldwork (Ravitch, 2020). However, online means of identifying samples are now well established. Social media has grown significantly over the last decade, and researchers can use platforms such as LinkedIn or Twitter to identify and sample relevant businesses and individuals. There is also a range of technologies (Skype, Zoom, WhatsApp, etc.) which can be used to replace in-person encounters virtually.

Yet, we must remember that these approaches also have limitations. For instance, some participants may not know how to use certain technologies, and poor internet connections may hinder smooth interviews. Although phone-based interviews might be necessary in these kinds of situations, video interactions via technologies such as Skype or Zoom have the advantage that they can almost replicate the interaction a participant experiences during an in-person interview. This is because video interactions activate both auditory and visual senses, which potentially can generate greater levels of engagement (Marhefka *et al.*, 2020).

In essence, video and phone calls are a substitute for face-to-face in-person interviewing, and they offer a number of benefits: there is no expenditure on travel, they offer a faster way of collecting data and interviews can easily be conducted with respondents in across the world without worrying about any pandemic-related restrictions. Method-

ological guidance is also available on how best to conduct interviews in a virtual environment (Geisen, 2020; Jowett, 2020; Ravitch, 2020). DeHart (2020) highlights that ethnographic research may still be possible as long as three factors are considered, namely:

- 1) what is under investigation;
- 2) where will the study take place; and
- 3) who is involved.

While the aforementioned strategies relate to how researchers can adapt ongoing projects or make use of technology in new research initiatives going forward, it is important to remember that secondary data also offers many opportunities for qualitative researchers seeking to engage in new research projects (Jamieson, 2020). Institutions often have access to qualitative data archives of research interviews and focus groups. This data is usually generated from peer-reviewed, funded and published studies and has often already been anonymised and quality-assured, presenting opportunities for reanalysis and/or application. The analysis of archival data is particularly useful for post-graduate students who have a relatively short time in which to complete a dissertation. Drawing on secondary qualitative data archives is less ethically risky and can increase the credibility of student outputs (Jowett, 2020). However, using deposited data is just one example of secondary qualitative research; there is an abundance of potential qualitative data available. For example, one can also use print and broadcast media to analyse social representations of a wide range of topics. Some social scientists have also conducted secondary qualitative analysis of textbooks, websites, speeches, debates. These data sources are not only easy to find but also provide researchers the opportunity to examine current and legitimate issues in society, as opposed to collecting specific data for the sole purpose of their – sometimes less relevant - research.

In conclusion, restrictions and social distancing mean that in-person fieldwork is most likely to be one of the last areas of scholarship that will return to a state of normality (Wood, 2020). Moreover, countries vary in the nature and level of their restrictions. Thus a researcher's decision on when to start or resume field research should be guided by their institution and the advice of relevant governments. However, the pandemic does not mean that fieldwork, and more precisely, interviews, should cease. Technologies have revolutionised daily lives, but as this article demonstrates, they also provide opportunities to adapt extant data collection practices. While some researchers do already make such of such platforms, the current situation will perhaps boost their use for data collection purposes and encourage the adoption of more innovative approaches to doing research, including engaging in secondary qualitative research using data that has already been collected using traditional means.

Sources:

DeHart, M. 2020. *Thinking Ethnographically in Pandemic Times*. Social Science Research Council. [Accessed from: <https://items.ssrc.org/covid-19-and-the-social-sciences/social-research-and-insecurity/thinking-ethnographically-in-pandemic-times/>].

Geisen, E. 2020. *Social distancing in market research: Pivoting in-person methodologies*. Qualtrics. [Accessed from: <https://www.qualtrics.com/blog/social-distancing-market-research/>].

Jamieson, L. 2020. COVID 19 and 'Big Qual' Research. *International Journal of Social Research Methodology*. [Accessed from: <https://ijsrm.org/2020/04/16/covid-19-and-big-qual-research/>].

Jowett, A. 2020. *Carrying out Research Under Lockdown: Practical and Ethical Considerations*. London School of Economics, Blog. [Accessed from: <https://blogs.lse.ac.uk/impactofsocialsciences/2020/04/20/carrying-out-qualitative-research-under-lockdown-practical-and-ethical-considerations/>].

Marhefka, S., Lockhart, E., & Turner, D. 2020. Achieve Research Continuity During Social Distancing by Rapidly Implementing Individual and Group Videoconferencing with Participants: Key Considerations, Best Practices, and Protocols. *AIDS and behavior*, 1–7. Advance online publication. <https://doi.org/10.1007/s10461-020-02837-x> (<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7114952/>)

Ravitch, S. M. 2020. *The Best Laid Plans... Qualitative Research Design During COVID-19*. Social Science Space. [Accessed from <https://socialsciencespace.com/2020/03/the-best-laid-plans-qualitative-research-design-during-covid-19/>].

Wood, E. J. 2020. *Resuming Field Research in Pandemic Times*. Social Science Research Council. [Accessed from: <https://items.ssrc.org/covid-19-and-the-social-sciences/social-research-and-insecurity/resuming-field-research-in-pandemic-times/>].

Do you have any experiences of doing research during COVID? Do you have any tips to share? Email us (a.gamar@bham.ac.uk) and we will include your responses in the next issue of the newsletter.

How to be a good reviewer and why bother?

A field comprised of skilled researchers can't produce top research publications without feedback from skilled reviewers. And yet, we receive no formal training in reviewing, and very little informal training. In a presentation delivered at the University of Sydney (Sydney, 17 July 2019), Professor Jose Cortina addressed this topic, outlining the importance of reviewing and reviewing with the right intentions not only for the success of the field but also because it teaches you how to survive the review process.



Speaking to the five Cs of reviewing, Jose noted:

- Be **complete**: don't skim over any part of the paper, if you are unfamiliar with the seminal work cited in the paper, familiarize yourself.
- Be **constructive**: basic politeness. Your job as a reviewer is NOT to find reasons to reject but rather to find ways to make the paper as good as it can be.
- Be **clear**: Feedback only works if the recipient understands authors can't be responsive to your comments if it is not clear.
- Be **concise**: Neither authors nor editors want to wade through dozens of long-winded comments, and;
- Be **candid**: being a good reviewer involves owning up to ignorance. It is a good idea to let authors or the editor know that you don't consider yourself to be competent to evaluate certain parts of a paper.

In short, Jose encourages us to say yes when asked to review, do it promptly, and do it well! 'Do it for yourself if not for the good of the field'. To watch Jose's full presentation, click here: <https://rmsig.aib.world/resources-2/videos/>

For more information on how to review papers, see:

- Caligiuri, P., & Thomas, D. C. 2013. From the editors: How to write a high-quality review. *Journal of International Business Studies*, 44: 547-553.
- Feldman, D. C. 2004. Being a developmental reviewer: Easier said than done. *Journal of Management*, 30: 161-164.
- Lee, A. S. 1995. Reviewing a manuscript for publication. *Journal of Operations Management*, 13(1): 87-92.
- Lepak, D. 2009. Editor's comments: What is good reviewing? *Academy of Management Review*, 34: 375-381.
- Ragins, B. R. 2015. Editor's comments: Developing our authors. *Academy of Management Review*, 40: 1-8.
- Rai, A., 2016. Editor's comments: writing a virtuous review. *Management Information Systems Quarterly*, 40(3): iii-x.
- Rupp, D. E. 2011. Ethical issues faced by editors and reviewers. *Management and Organization Review*, 7: 481-493.
- Verbeke, A., Von Glinow, M. A., & Luo, Y. 2017. Becoming a great reviewer: Four actionable guidelines. *Journal of International Business Studies*, 48: 1-9.
- Woo, S. E., O'Boyle, E. H., & Spector, P. E. 2017. Best practices in developing, conducting, and evaluating inductive research. *Human Resource Management Review*, 27: 255-264.
- Gerhardt M. W., Charlier S. D. and Greenberg D. 2019. AMLE reviewer resource library: A collection of recommended pieces on developmental reviewing. *Academy of Management Learning & Education*, 18(1): 7-10.

Bio: Jose M. Cortina is a Professor in the Department of Management and Entrepreneurship at Virginia Commonwealth University. He received his Ph.D. from Michigan State University in 1994. He is best known for his papers and books on research methods, although he has dabbled in many different areas including, most recently, the effects of music characteristics on workplace outcomes. Dr. Cortina is a former Editor of *Organizational Research Methods (ORM)* and a former Associate Editor of the *Journal of Applied Psychology*. He was honored by the Society for Industrial and Organizational Psychology (SIOP) with the 2001 Distinguished Early Career Contributions Award and the 2011 Distinguished Teaching Award. He was also honored by the Research Methods Division of The Academy of Management with the 2004 Best Paper Award and the 2020 Distinguished Career Award. Finally, he was honored by the ORM Editorial Board with the 2012 and 2017 Best Paper Awards. Dr. Cortina served as President of SIOP from 2014-2015. Back when he had spare time, his hobby was competitive bridge.

New publication

Methodologies of Critical Cross-Cultural Management: An Intersectional Approach to Culture

*Cases in Critical Cross-Cultural Management:
An Intersectional Approach to Culture*
New York: Taylor and Francis, 2020

Edited by Jasmin Mahadevan, Professor, Pforzheim University, Germany; Henriett Primecz, Professor, Corvinus University of Budapest, Hungary; Laurence Romani, Associate Professor, Stockholm School of Economics, Sweden

Contributed by Jasmin Mahadevan, Henriett Primecz and Laurence Romani

Cross-Cultural Management (CCM) studies involve positivist (or: functionalist), interpretive and critical approaches (Romani et al., 2018). The functionalist approach focusses on “how does CCM work?”, the interpretive asks “what does CCM mean?”, and Critical CCM investigates the impact of power, with the purpose of minimizing power-inequalities (Romani, Mahadevan and Primecz, 2018). Critical CCM studies, broadly outlined as a power-sensitive approach to CCM, is the newest addition to the CCM toolbox.

In this edited volume, we suggest intersectionality as a framework for implementing a Critical CCM perspective, with the goal of contributing to the interdisciplinary field of CCM in general. We are not saying that a critical approach to CCM is the only one that should be chosen. Rather, we show the potential of this approach, thanks to its ability to take CCM contexts apart and to re-construct them in alternative ways, thus generating novel and potentially unforeseen insights that add to functionalist and interpretive CCM knowledge. What was previously lacking in CCM is a specific framework from which to implement a Critical CCM perspective. Our text closes this methodological gap. It emerged from our joint realization over the last fifteen years that students, researchers and practitioners wishing to implement a Critical CCM lack the methodological tools for doing so. We thus put together a collection of sixteen cases in Critical CCM, all of which employ an intersectional approach to culture.

In a nutshell, studying CCM in intersection refers to a diversity-conscious, power-sensitive and reflexive approach to perceived and actual cultural differences. To provide an example from the book (p. 1):

An African-American lawyer from the USA comes to Paris for work purposes. She embraces the culture, learns French, and receives positive feedback by the locals for doing so. Yet, as her language fluency improves to a near native level, and after she has successfully immersed herself into French culture, she notices that French people treat her differently and seem to hold more negative opinions about her in their minds. She switches back to an American accent, and, suddenly, things are back to normal.

Functionalist and interpretive CCM do not provide a satisfying solution: Neither the factual ‘cultural performance’ of the US-American lawyer, nor potential shortcomings in ‘interpreting’ the situation or divergent perspectives explain what is happening to her. On the contrary: the US-American lawyer does everything that is required for a successful ‘integration’: she should experience fewer, not more problems. Thus *why* does the cross-cultural reality (or its perception) become more negative as the American lawyer ‘performs better’? As a methodological approach, intersectionality stems from Black Feminism (Crenshaw, 1989) and has since then influenced (critical) diversity studies. It is rooted in the insight that there is no ‘universal female life experience’, as early femi-



From the
publishers

nism tended to assume, but that the ways in which black women experience gender differ fundamentally from the ways in which white women experience the same diversity category, as do the structural boundary conditions of those experiences. This is why culture, diversity and power need to be studied in intersection.

If we investigate the case from a critical perspective and we consider possible intersectionalities, we can see how historically-learned notions of race and presently-held ideas about French people of colour influence how the (white?) French majority perceives the African-American lawyer. The problem is thus not how she acts but that she is perceived as a specific *type* of French person (as involving negative notions of race and class) as soon as she has fully integrated in terms of language and culture, and this is why 'perfect French accent' is to her disadvantage. For a white person, the story would have been otherwise, and, by means of an intersectional approach to culture, Jane Kassis-Henderson and Linda Cohen show all of this in chapter 1 of the book.

An intersectional approach to culture focusses on the multiple influences on power inequalities, in order to uncover *how exactly* a certain CCM situation or problem is implicated by power-effects (in this case: race matters), and *how exactly* diversity categories are not free of culture (in this case: race impacts the situation in a specifically 'French' way). Intersectionality is not linked to a specific method, such as interviews or ethnography, but is rather a methodology which can utilize a range of in-depth methods. As a methodology, it provides the following potential contributions to the interrelated fields of CCM and IB:

- First, an intersectional approach to culture gives voice to previously 'invisible' groups in the creation of CCM knowledge. This means to study those groups whose identity facets seem mutually exclusive and not complementary, as is it normally the case. For instance, it is a commonly held idea that Islam is homophobic, and that Western cultures are not. By means of qualitative interviews, Momin Rahman and Sébastien Chehaitly (chapter 3) study the lived realities of LGBT (Lesbian, Gay, Bisexual and Transgender) Muslim minority individuals in Canada and their successful bridging and boundary-spanning strategies.
- Second, an intersectional approach to culture shows how history is intertwined with power, by not taking cultural demarcation lines for granted but by asking how history has contributed to certain hierarchies of culture. For example, Qahraman Kakar and Jasmin Mahadevan (chapter 7) investigate the operations of a Chinese mining consortium in Pakistan by means of critical ethnography. They show how this cooperation exemplifies the effects of 19th century European colonialism and imperialism, and US-American hegemony after World War II. In the case, the Chinese, not being the 'old' and 'normalized' rulers, are less accepted in their claims to power, and they themselves also perceive the Pakistani as being 'too influenced' by their former colonizers. As a result, historically-learned hierarchies of IB are culturalized - that is, explained and rationalized in terms of national culture - by those involved.
- Third, a heightened sensitivity towards intersectionality helps us to reflect upon taken-for-granted CCM 'standpoints' (Collins, 2000), and provides us with alternative angles from which to reconsider them. For example, religion has emerged as a prominent theme in CCM and IB (Peltonen, 2020). However, it is often the religious practices and beliefs of 'non-Western' others which are examined, such as Muslim minorities in the West. Shedding light onto this implicit perspectivity of CCM by means of critical ethnography, Anna Hidegh and Henriett Primecz (chapter 4) raise the question as to why annual corporate Christmas parties in Western countries are not challenged as a religious and potentially exclusive event in an allegedly secular corporate life. They reveal this 'cultural blindness' toward Christmas as a symptom of the power asymmetry inherent in IB and CCM.
- Fourth, an intersectional approach to culture reveals how culture and cultural differences are constructed in unequal ways. Only one group becomes the 'cultural other', with the construction (always) to the advantage of the one doing it. This is not only an individual but also a managerial problem, for intersecting disadvantages do not only harm the individuals whom they concern. They also create organizational blind-spots. Mounia Utzeri, Béata Nagy and Iuliana Ancuța Ilie (chapter 13) highlight this for two automotive companies in Germany and France. Both companies have gender-diversity policies in place, yet these policies actually promote one diversity category (gender) over others, such as country of origin. As a result, the companies fail to see, for instance, the alternative strategies by which women managers of different countries of origin resist and navigate a double 'minority image' (gender and nationality). This case also shows that it is not enough to 'study minorities' just to point out how they are disadvantaged, but we also need to highlight how their knowledge and experiences can be an asset in the context of CCM.

- Finally, intersectionality provides us with a specific approach for achieving the required reflexivity regarding how CCM knowledge is produced (see Mahadevan, 2020). For instance, most CCM theories and methods originate from 'the West' or the countries of the 'Global North' (developed countries, mainly on the Northern hemisphere), with the implicit idea that this knowledge is more relevant than knowledge from the 'non-West' or 'the Global South' (developing countries, mainly on the Southern hemisphere). As Hamid Foroughi (chapter 14), these underlying hierarchies even underpin the knowledge that is produced in order to overcome them: in this case, research on how the development of the Global South should be achieved. This happens *despite* the individuals and organizations involved aiming at the opposite. In a nutshell, in the book we argue in favour of using intersectionality as a framework for implementing a Critical CCM perspective (Romani, Mahadevan and Primecz, 2018, 2020), with the goal of contributing to the interdisciplinary and multi-paradigmatic field of CCM (see Romani et al., 2018) in general.

References

- Collins, P.H. 2000. *Black Feminist Thought: Knowledge, Consciousness and Empowerment* 2nd ed. Boston: Unwin Hyman.
- Crenshaw, K. 1989. Demarginalizing the Intersection of race and sex: A black feminist critique of antidiscrimination doctrine, feminist theory and antiracist politics. *University of Chicago Legal Forum*, 1(8): 139-167.
- Eriksen, T.H. 2010. *Ethnicity and nationalism*. London: Pluto Press.
- Mahadevan, J. (forthcoming). 2020. The concept of culture in Cross-Cultural Management: Genealogical considerations. In Szkudlarek B. Romani L., Osland J. & Caprar D. (Eds) *The Sage Handbook of Contemporary Cross-Cultural Management*. London: SAGE.
- Peltonen, T. (forthcoming). 2020. The role of religions in cross-cultural management: three perspectives. In Szkudlarek B., Romani L., Osland J. and Caprar D. (Eds) *The Sage Handbook of Contemporary Cross-Cultural Management*. London: SAGE.
- Roman, i L., Barmeyer, C., Primecz, H. & Pilhofer, K. 2018. Cross-Cultural Management studies: State of the field in the four research paradigms, *International Studies of Management & Organization*, 48(3): 1-17.
- Romani, L., Mahadevan, J. & Primecz, H. (forthcoming) 2020. *Methods of critical cross-cultural management*. In Szkudlarek B., Romani L., Osland J. & Caprar D. (Eds) *The Sage Handbook of Contemporary Cross-Cultural Management*. London: SAGE.

Mplus update:

Mplus introduces its new series Mplus Web Talks available on YouTube.

- New feature: Mplus Web Talks by Bengt Muthén is What Multi-level Modelling Can Teach Us About Single-Level Modeling & Vice Versa: The Case of Latent Transition Analysis
- Mplus Version 8.4 is now available. Mplus Version 8.4 include corrections to mirror problems that have been found since the release of Version 8.3 in April, 2019. Registered users who purchased Mplus within the last year and those with a current Mplus Upgrade and Support Contract can download Version 8.4 at no cost by logging into their customer account.
- Free Mplus workshops - Dr. Michael Zyphur has made available a free 3-day workshop held in July 2019 at the University of Melbourne. The workshop covers the new General Cross-Lagged Panel Model (GCLM) in Mplus. A second course will be offered sometime between Nov 25 and Dec 13, 2019. Additionally, a 5-day Mplus workshop covering various modeling topics, from basic correlation and regression to multilevel structural equation modeling and latent growth models in Mplus is available for viewing and download.

The Mplus Web Talks can be found at: <http://www.statmodel.com/MplusWebTalks.shtml>

Q&A with Andrew Delios, Guest editor, *Journal of World Business* Special Issue: Reconsidering, Reconceptualizing and Refashioning Empirical Methodology in IB Research



Interview conducted by Duc Nguyen, University of Sydney Business School

Q1: What are your motivations for this special issue?

Andrew: My motivations are several but the most prominent one relates to the concerns about the variety of research methods and rigor. IB scholars should be willing to explore, develop and extend their methodological expertise based on the kind of questions that they are asking instead of allowing a particular methodological expertise to direct the types of research questions that they address. Now this is not to say that IB researchers are not as a whole trying to advance the methods that are being used, but what I don't see is the creativity that should be emerging.

The research process should ideally begin with a question, that may be motivated by any number of factors, and then have the methods fit that research question. In terms of varieties of methodological expertise, there have been multiple decades of the same kind of rule of thumb wisdom about publishing. That rule of thumb is that quantitative methods, particular ones that are multivariate, will be the easiest to publish. Understandably, with researchers being very tactical, logical, and rational, there is a tendency to focus their efforts in that domain. A consequence, however, is that much of our community is concentrating their efforts and skill development on one type of method which limits who we are as a community.

Q2: How did the idea for this special issue come about?

Andrew: Something that I regard as particularly important and something I want to concentrate on in the years to come, is what I call moving from pattern recognition research to interventionist research. I use those terms very carefully because they mean something that captures what I think we do across a lot of different research methods. Pattern recognition is simply what we do when we are engaged in multivariate modelling and we are looking at associations between variables, hopefully with some ideas of causality. We have done a lot of this kind of research and it reflects some of our core theories, be it internalization or internationalization or whatever theory you want to talk about. It comes down to the point that we have certain pieces of data and we want to see the associations between the data and how those patterns align with the theory. That is fine. That gives us a basis to understand what goes on in international business and what goes on in multinational firms. But that understanding does not really allow us to leverage who we are as academics to make more substantive contributions to the organizations we study.

What we need to be able to provide traction to the recommendations we make to managers, and also to understand more acutely the kind of boundary conditions that exist around phenomena, is to engage more with what I call interventionist research. Interventionist research is where we look for some moderating effect which alters the basic pattern that we have.

So for example, we might want to look at the establishment of joint ventures as an organizational outcome, as a pattern, and the intervention would be to vary the amount of equity that is held - small, minority, majority or co-owned, or as some percentage of total equity - to see if that outcome is maintained or not. In looking towards activating interventionist research, this could be achieved in the form of randomised control trials, or quasi-experiment, or through other kinds of staged situations where we manipulate or take advantage of changes to really observe what is happening and more clearly identify how we resolve different kinds of organizational prob-

lems.

This form of investigation becomes a powerful tool for us to take into our classrooms and to our executive audiences, and for us as a field to develop. We can make more substantive contributions, that go above and beyond the current theoretical debates we have. We have much opportunity to do this, but we can only do this if we incentivize our core researchers correctly. This relates to whether or not journals are able to evaluate, develop and publish such research in a way that supports that motivation. As a long-term spillover, not only of this special issue, but in terms of our development of the field in the next half decade, I would love to see a great uptake of interventionist research. If we could continue to behave in our research now, as when we first started out as a field in the 1970s, 1980s and 1990s, then we are like a child that never grows up, and you never want to be in that position.

Q3: What do you hope to emerge from the special issue?

Andrew: I hope that researchers can see that we are able to have a conversation with other scholars with substantially different methodological, geographic, and even academic backgrounds. The editorial team comes from different spectrums of the management realm, such that at least by the composition of the team, and how we interact, we have no methodological biases or predispositions or prejudices. I hope that can be symbolic for what we can do as a field and perhaps for people moving forward in constructing journal editorial teams and for conferences to have inclusion across different kinds of research methods to give teeth and creditability to the idea that we are open to multiple forms of research. Not that this isn't already occurring, but I believe it needs to be made more explicit, in that not only are we open to multiple forms of research, but based on the credibility of the editorial team, and the reviewers that would accompany them, we are also able to evaluate, develop, and publish a full variety of research.

Q4: Why should authors submit to this special issue?

Andrew: I am a bit of a latecomer to this field but when you look at the work that Herman Aguinis, Catherine Welch, Bo Nielsen, Chris Brewster, that is our editorial team, has done, I think we have tremendous expertise and it gives authors that submit a really good opportunity, if they produce something of reviewable quality, to have a chance to engage with these scholars in the kind of intellectual conversations and debates that makes our jobs not only interesting, but also provide great opportunities to advance one's career, reputation and the career as a whole.

Q5: Any last thoughts?

Andrew: I fully recognize the strong effects that one's career aspirations have on what one does in their job. Of course, we have to be satisficing in our academic careers. If we don't meet those demands in our research, then of course we won't have a career and we have will have been stopped, before we even take step one. But we must not forget why we engage in this career, and one of those fundamental aspects is curiosity. When one starts to subvert that curiosity to expediency - to the pragmatics that accompany the publication process, when we start to subvert that curiosity to cynicism about the process; then we really lose who we are as academics and the pleasures that we should derive from this profession. If we get to that stage, we should exit and maybe go into consulting or some other area where we can leverage our skill through expediency in a much more profitable fashion. So, **keep that curiosity alive**. It is what makes our profession unique and interesting.

BIO:

Andrew Delios is Professor and Vice-Dean MSc Programs, NUS Business School, National University of Singapore. He is Vice-President Programs (Elect), with a three-year term on the AIB Board (2020-2023). His research interests concern strategy in emerging economies and debates on the empirical methods and research design issues that populate contemporary research on International Business. He has published in the *Journal of World Business*, *Journal of International Business Studies*, *Journal of Management Studies* and *Strategic Management Journal*, among others.



Journal of World Business

Special Issue Call for Submissions

“Reconsidering, Reconceptualizing and Refashioning Empirical Methodology in IB Research”

Guest Editors: Andrew Delios, National University of Singapore (Singapore); Catherine Welch, Aalto University (Finland) and University of Sydney (Australia); Bo Nielsen, University of Sydney, Australia; Herman Aguinis, School of Business The George Washington University (USA); Chris Brewster, Henley Business School, University of Reading (UK)

JWB Supervising Editor: Esther Tippmann, National University of Ireland Galway (Ireland)

Submissions open 15 January 2021; submissions due 31 January 2021

Overview

Researchers in the Social Sciences have been taking a hard look at the methodologies used in empirical research. Standard practices that have been used without question for decades, such as the reporting of p -values, the reluctance to publish replication research and the lack of data archives (Aguinis, Banks, Rogelberg, & Cascio, 2020), are now being called into question. Increasingly, empirical researchers are being held to higher technical standards as well as to higher standards of accountability and transparency in their research (Pratt, Kaplan, & Whittington, 2020). Research in International Business is no exception to this trend (Aguinis, Cascio, & Ramani, 2017). As a way to heighten awareness in the International Business scholarly community of the need to be not only cognizant of these trends, but to also help forge a new era of empirical acuity and accountability, we are introducing this Special Issue. This Special Issue will provide opportunities for IB scholars to publish IB studies that present new choices regarding the methodologies we use in our research.

Specifically, we seek papers that **reconsider** how we design and empirically implement our research, that **reconceptualize** what we regard as rigorous practices and standards in our research, and that **refashion** our considerations of the traditional go-tos in terms of data collection and analysis.

Background

In this Special Issue, we would like to see papers that fully represent the methodological diversity that is available to answer any of the considerable number of issues that can and should be explored by IB researchers. Clearly, not all research questions converge on the same subset of methods to address that question. As such, we would expect a commensurate degree of methodological plurality to emerge.

Plurality is a reasonable goal, but it is not a sufficient condition for advancing the acuity and accuracy of our application of research methods to contemporary problems. Indeed, we must continue to seek to improve the rigor of our methods to better identify where relationships exist (Eisenhardt, Graebner & Sonenshein, 2016; Grodal, Anteby & Holm, 2020), and ideally to move to identification of how much a relationship matters for the achievement of organizational and managerial objectives (Cuervo-Cazzura, Andersson, Brannen, Nielsen & Reuber, 2016).

As such, we would like the papers published in this Special Issue to push the frontier of best practices in the chosen method. Already, scholars are encouraged to rethink what constitutes a rigorous research design (Aguinis & Vandenberg, 2014). Ideally, papers published in this Special Issue should advance this discussion to become part of the current debates on measurement, model development, reproducibility, transparency and generalization that permeate our IB and management research communities (Eden, Nielsen & Verbeke, 2020; Sharp, Bergh & Vandenberg, 2019).

We call for research that addresses these methodological debates and advances our understanding and application of research methodologies as applied to research on International Business.

Objectives of the Special Issue

- To provide opportunity for the publication of examples of new methodologies, or reconsidering existing ones
- To understand how research designs, methods and questions intersect to inform understanding of new IB phenomena
- To critically evaluate and advance what constitutes rigor in IB research designs
- To advance the best current practices in a variety of empirical traditions

Aims and Scope

All submitted papers must address a relevant IB research topic. Relevant contributions to methodology based in the philosophy of science, or critical studies will be welcomed. Empirical papers will apply and discuss innovative methodologies to address the IB related question at the core of the paper. Tutorial type papers, such as a review of best practices, will not be published in this Special Issue. All submissions must make a unique contribution to the literature. This uniqueness can come from addressing a relevant IB phenomena or advancing IB theory while also involving the illustration, description and application of unique methodological developments, techniques and approaches.

The following is a definition of the three topic areas for the Special Issue. We provide a definition of each topic area and a short list of examples of potential content. This is a starting point for submissions. The list is illustrative, not restrictive.

Topic Area 1: Reconsidering IB Research:

Here we are concerned with innovations in the design and empirical implementation of IB research methodologies.

Examples of topics:

Research design; Data sampling; Data description and the use of descriptive statistics; Data collection approaches; Methods to measure variables; Methods to analyze data; Methods to depict and describe results; Estimation and interpretation of effect sizes; Data Visualization.

Topic Area 2: Reconceptualizing IB Research

Here we are concerned with advances in rigor and standards in IB research methodologies.

Examples of topics:

Examining and critiquing specific widely used measurements; Best practices in survey design and other types of measurement instruments to enhance validity and reliability; Best practices in qualitative and mixed-method research; Modelling and specification in quantitative analysis; Primary data analysis founded in surveys, interviews and other related techniques; Reproduction, replication and generalizability in quantitative research; Reproduction, replication and generalizability in qualitative research; Rigor and transparency in qualitative research

Topic Area 3: Refashioning IB Research:

Here we are concerned with advances in standard practices for data collection, measurement and analysis.

Examples of topics:

The use of novel methods in utilizing big data for IB research; The use of business history and historical accounts; The use of ethnographies, narratives and photography; Model specification, model choice and the implications of these choices; Violations of assumptions in quantitative and qualitative research and implications for research design; Dealing with missing variables

Submission Process

Authors should submit their manuscripts online between 15 January 2021 and 31 January 2021, via the **Journal of World Business** submission system at: <https://www.evis.com/profile/#/JWB/login>. To ensure that all manuscripts are correctly identified for consideration for this Special Issue, it is important that authors select 'SI: **Reconsidering, reconceptualizing and refashioning empirical methods in IB Research**' in the "Article Type" step in the submission process. Manuscripts should be prepared in accordance with the Journal of World Business Guide for Authors available at www.elsevier.com/journals/journal-of-world-business/1090-9516/guide-for-authors. All submitted manuscripts will be subject to the Journal of World Business's double-blind review process.

Manuscript Development Workshop

We will have a manuscript development workshop in the second quarter of 2021. The workshop will present opportunities to dialogue and exchange ideas. The intent is to improve the quality of each submitted paper that makes it to this stage of review such that we publish the highest quality submissions in the Special Issue.

Authors who receive an invitation to revise and resubmit for a second round of review will be invited to attend this workshop. Presentation at the workshop will not guarantee acceptance at JWB. Physical attendance at the workshop is not a prerequisite for publication in the Special Issue, although invited authors who cannot attend in person will be expected to attend a synchronous online session.

Authors who receive an invitation to revise and resubmit for a second round of review will be invited to attend this workshop. Presentation at the workshop will not guarantee acceptance at JWB. Physical attendance at the workshop is not a prerequisite for publication in the Special Issue, although invited authors who cannot attend in person will be expected to attend a synchronous online session.

For more information, please contact the guest editors

Andrew Delios (andrew@nus.edu.sg); Catherine Welch (catherine.welch@sydney.edu.au); Bo Nielsen (bo.nielsen@sydney.edu.au); Herman Aguinis (haguinis@gwu.edu); Chris Brewster (c.j.brewster@henley.ac.uk)

For the full Call for Papers, visit:

<https://www.journals.elsevier.com/journal-of-world-business/call-for-papers/reconsidering-reconceptualizing-and-refashioning>

IB Research Methods: Insights for and from Practice. Call for Papers: Special Issue of *AIB Insights*

Co Editors: Drs Emma Gardner, Roberta Aguzzoli, and John M. Mezias

The complexity of the international business (IB) environment presents empirical challenges for researchers seeking to understand it. At the same time, research methods are rapidly changing due to innovations such as big data and machine learning, netnography and visual research methods. Our aim in this special issue is to consider the implications of these changing dynamics for IB practitioners, IB researchers, and IB students, all of whom must use research to inform decision-making in this volatile global environment.

Accordingly, a goal of this issue is to consider how methodologies used to investigate IB contexts could improve relevance and not just rigor of IB research. We invite contributors to explore how IB research methods and IB practice can better inform each other. Topics may include the following:

- Practical applications of IB research methods
- Teaching research methods to IB practitioners
- Learning from research innovations in multinational organizational setting

For more information, please visit: <https://rmsig.aib.world/activities/aib-insights-focused-issue/>

Timeline: Please submit your work on or before October 31, 2020. Expected publication is in early 2021.

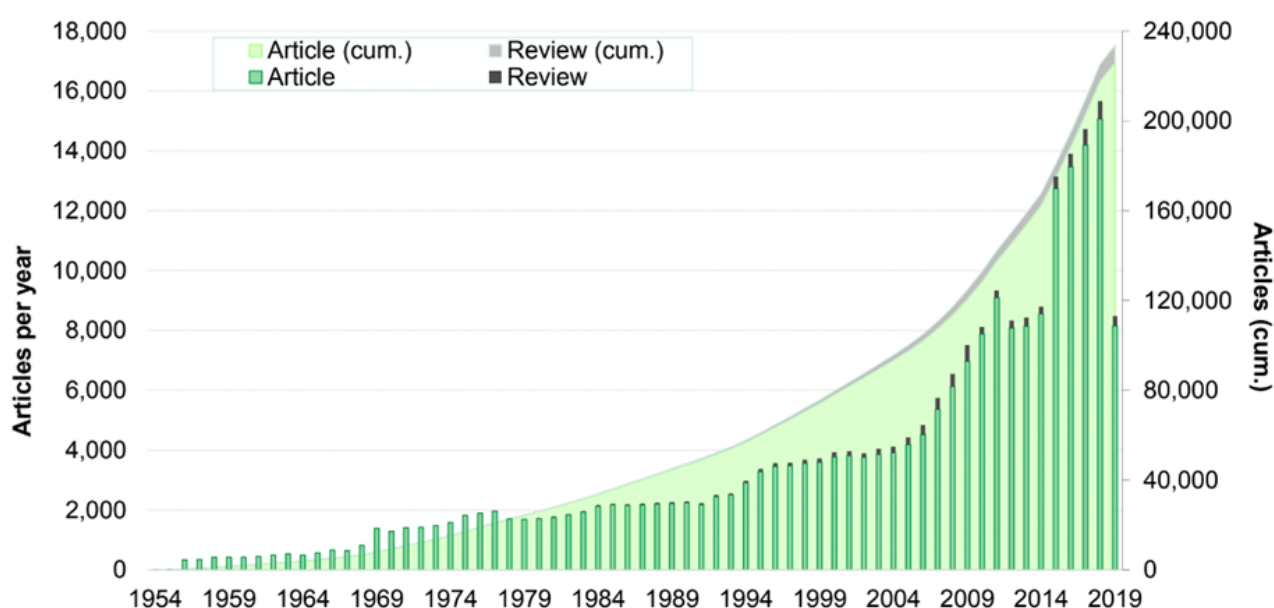
How to Conduct Rigorous and Impactful Literature Reviews?

Feature Topic at *Organizational Research Methods*

Contributed by Sven Kunisch, Aarhus University

With an ever-growing body of knowledge in various areas of management (Figure), including international business, there is an increasing need to consolidate, organize, and synthesize the existing knowledge base. Review articles play a crucial role in the development of an accumulated body of knowledge and in guiding future research efforts. The importance of literature review papers has been recognized by many management journals, including the *Journal of International Business Studies* and *Journal of World Business*, both of which now solicit proposals for a special review issue on an annual basis.

Growing bodies of knowledge in business, management, and organization studies and importance of reviews.



Kunisch, S., Menz, M., Bartunek, J. M., Cardinal, L. B., & Denyer, D. (forthcoming): How to Conduct Rigorous and Impactful Literature Reviews? *Organizational Research Methods*.

Slide 1

Against this background, the purpose of the forthcoming Feature Topic of *Organizational Research Methods* is to turn a spotlight on methodological issues and approaches in literature reviews. Indeed, a variety of review studies and methodological approaches exist (e.g., conceptual, narrative, critical, etc.). This variety is also reflected in very different requirements for reviews that different journals have, which can create confusion and misunderstanding. While the plurality of review methods can be seen as a strength in management and organization research, it also presents particular challenges in terms of what constitutes a high-quality review and how researchers should approach the task of reviewing. These challenges are what motivate this feature topic.

Accepted papers so far:

The Why and How of the Integrative Review

Matthew Cronin, Elizabeth George

Abstract: An effective integrative review can provide important insight into the current state of research on a topic, and can recommend future research directions. This paper discusses different types of reviews and outlines an approach to writing an integrative review. It includes guidance regarding challenges encountered when composing integrative reviews, such as fair representation of different perspectives, and synthesizing that knowledge to yield

new insights. An integrative review is of unique value among other types of knowledge synthesis vehicles, such as narrative or systematic reviews and meta-analyses. Since each has distinctive but important approaches to synthesizing empirical knowledge, our protocol for writing integrative reviews is designed to complement these other knowledge synthesis vehicles in order to best advance organization science.

The Performativity of Literature Reviewing: Constituting the Corporate Social Responsibility Literature through Re-Presentation and Intervention

Jean-Pascal Gond, Sebastien Mena, Szilvia Mosonyi

Abstract: Although numerous books and articles provide toolkit approaches to explain how to conduct literature reviews, these prescriptions regard literature reviewing as the production of representations of academic fields. Such representationalism is rarely questioned. Building on insights from social studies of science, we conceptualize literature reviewing as a performative endeavor that co-constitutes the literature it is supposed to “neutrally” describe, through a dual movement of re-presenting—constructing an account different from the literature, and intervening—adding to and potentially shaping this literature. We discuss four problems inherent to this movement of performativity—description, explicitness, provocation, and simulacrum—and then explore them through a systematic review of 48 reviews of the literature on Corporate Social Responsibility (CSR) for the period 1975-2019. We provide evidence for the performative role of literature reviewing in the CSR field through both re-presenting and intervening. We find that reviews performed the CSR literature and, accordingly, the field’s boundaries, categories, priorities in a self-sustaining manner. By reflexively subjecting our own systematic review to the four performative problems we discuss, we also derive implications of performative analysis for the practice of literature reviewing.

Stay tuned, more to come ...

All articles can be found here: <https://journals.sagepub.com/page/orm/featured-topics>

Please cite as: Kunisch, S., Menz, M., Bartunek, J.M., Cardinal, L.B., Denyer, D. 2018. Feature topic at Organizational Research Methods: How to conduct rigorous and impactful literature reviews? *Organizational Research Methods*, 21(3): 519-523.

Newsletter readers might also find the following sources on reviews (including meta-analysis) to be helpful:

- Adams, R. J., Smart, P., & Huff, A. S. 2017. Shades of grey: Guidelines for working with the grey literature in systematic reviews for management and organizational studies. *International Journal of Management Reviews*, 19(4): 432-454.
- Breslin, D., Gatrell, C., & Bailey, K. 2020. Developing insights through reviews: Reflecting on the 20th anniversary of the International Journal of Management Reviews. *International Journal of Management Reviews*, 22(1): 3-9.
- Combs, J. G., Crook, T. R., & Rauch, A. 2019. Meta-analytic research in management: Contemporary approaches, unresolved controversies, and rising standards. *Journal of Management Studies*. 56(1): 1-18.
- Denyer, D. & Tranfield, D. 2009. Producing a systematic review. In D. Buchanan & A. Bryman (Eds.), *The Sage Handbook of Organizational Research Methods*: 671-689. London: Sage Publishing.
- Denyer, D., Tranfield, D., & van Aken, J. E. 2008. Developing design propositions through research synthesis. *Organization Studies*, 29(3): 393-413.
- Gaur, A. & Kumar, M. 2018. A systematic approach to conducting review studies: An assessment of content analysis in 25 Years of IB Research. *Journal of World Business*, 53(2): 280-289.
- Hoon, C. 2013. Meta-synthesis of qualitative case studies: An approach to theory building. *Organizational Research Methods*, 16(4): 522-556.
- Hoon, C. & Baluch, A. M. in press. The role of dialectical interrogation in review studies: Theorizing from what we see rather than what we have already seen. *Journal of Management Studies*.
- Jones, O. & Gatrell, C. 2014. Editorial: The future of writing and reviewing for IJMR. *International Journal of Management Reviews*, 16(3): 249-264.
- Linnenluecke, M. K., Marrone, M., & Singh, A. K. in press. Conducting systematic literature reviews and bibliometric analyses. *Australian Journal of Management*.
- Palmatier, R. W., Houston, M. B., & Hulland, J. 2018. Review articles: Purpose, process, and structure. *Journal of the Academy of Marketing Science*, 46(1): 1-5.
- Parmigiani, A. & King, E. 2019. Successfully proposing and composing review papers. *Journal of Management*, 45(8): 3083-3090.
- Post, C., Sarala, R., Gatrell, C., & Prescott, J. E. 2020. Advancing theory with review articles. *Journal of Management Studies*, 57(2): 351-376.
- Short, J. 2009. The art of writing a review Article. *Journal of Management*, 35(6): 1312-1317.
- Snyder, H. 2019. Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*. 104: 333-339.
- Tranfield, D., Denyer, D., & Smart, P. 2003. Towards a methodology for developing evidence-informed management knowledge by means of systematic review. *British Journal of Management*, 14(3): 207-222.
- Webster, J. & Watson, R. T. 2002. Analyzing the past to prepare for the future: Writing a literature review. *MIS Quarterly*, 26(2): xiii-xxiii.

Recent Articles on Research Methods

Fuzzy-Set Qualitative Comparative Analysis (fsQCA)

In a well-attended panel discussion at the 2019 annual meeting of the Academy of International Business (AIB) on leveraging fuzzy-set qualitative comparative analysis (fsQCA) in IB research, discussants (including Stav Fainshmidt, Michael Witt, Ruth Aguilera and Alain Verbeke) outlined how configurational thinking using the analytical tool of fsQCA can help scholars produce insights more closely aligned with the complex realities of international business than conventional regression analysis. Discussants explained how QCA can capture the complex nature of causality by pointing to the multiple conditions that, when present in combination with each other, are sufficient to produce an outcome. Given the diversity inherent to the social world, it is unlikely that the outcome of interest is produced by a single set of causal conditions, and another advantage of QCA is that it is able to identify the multiple configurations of conditions that may be observed. These features of QCA make it particularly well suited to understanding the core theme in IB as to how context matters when conducting business across borders: that is, the effects of national and cultural differences.

QCA analysis has two main variants – crisp- and fuzzy-set QCA – both of which are facilitated by software tools. However, the discussants cautioned that QCA has its own assumptions and logic, meaning that it must not be treated as a type of regression analysis for mid-range datasets. Charles Ragin, the political scientist who developed QCA, based it on set theory rather than probability theory, and on a case-oriented rather than variable-oriented approach to causality: the conditions in a configurational analysis are not equivalent to variables. In the panel session, Luciano Ciravegna emphasized the importance of a QCA study being guided by solid research design, by theory, and by rich qualitative evidence. Otherwise the study is likely to miss important conditions and configurations, and the interpretation of the results will not be able to elaborate how and why particular causal pathways are important to the outcome.

The panel session was a sneak preview of the panelists' recent JIBS editorial: 'The contributions of qualitative comparative analysis (QCA) to international business research'. The editorial calls for greater adoption of a configurational approach in IB, which as a field has been relatively slow to adopt both configurational thinking and QCA analysis. In the editorial, the authors cover the main tenets of fsQCA, its advantages and disadvantages, as well as an overview of exemplary papers in IB that have used the method. Presenting scholars with a wide range of IB phenomena to which fsQCA could be usefully applied to further advance both theory and methodological practices, the editors expressed their hope that fsQCA will become a common instrument in the field's empirical toolbox to explain and account for complex IB phenomena. Overall, the editorial provides a useful introduction to QCA, as well as referring to additional resources and examples that scholars interested in trialling the approach for themselves will find essential.

There will be a QCA workshop on offer at AIB-online For more information see page 2 of this newsletter.

Source: Fainshmidt, S., Witt, M. A., Aguilera, R. V., & Verbeke, A. 2020. The contributions of qualitative comparative analysis (QCA) to international business research. *Journal of International Business Studies*, 51, 455-466.

Additional references:

Crilly, D. 2011. Predicting stakeholder orientation in the multinational enterprise: A mid-range theory. *Journal of international business Studies*. 42(5), 694-717.

Judge, W. Q., Fainshmidt, S., & Brown III, J. L. 2014. Which model of capitalism best delivers both wealth and equality? *Journal of International Business Studies*, 45(4), 363-386.

Kim, M. 2013. Many roads lead to Rome: Implications of geographic scope as a source of isolating mechanisms. *Journal of International Business Studies*, 44(9), 898-921.

Schneider, M. R., Schulze-Bentrop, C., & Paunescu, M. 2010. Mapping the institutional capital of high-tech firms: A fuzzy-set analysis of capitalist variety and export performance. *Journal of International Business Studies*, 41(2), 246-266.

Misconceptions about Multicollinearity

Lindner, T., Puck, J., & Verbeke, A. (2020). Misconceptions about multicollinearity in international business research: Identification, consequences, and remedies. *Journal of International Business Studies*, 51(3): 283-298. [doi:10.1057/s41267-019-00257-1](https://doi.org/10.1057/s41267-019-00257-1)

Summary:

This article explores the treatment of collinearity in international business (IB) research and illustrates how results are impacted when correlated variables in regression models are considered. The authors use simulations to highlight the misconceptions related to collinearity and possible solutions to address the empirical challenges and provide several insights in this study. First, collinearity does not introduce bias. Second, significant results under high variance inflation underestimate statistical significance. Third, multicollinearity does not necessarily cause coefficient instability. Fourth, it is likely to be paradoxically more problematic to omit one of the variables in the presence of higher partial correlation between the variables. Fifth, it is critical to account for clusters in the data. Sixth, it is important to note that accounting for country clusters does not necessarily eliminate the potential influence of all country-level explanatory variables. This article helps researchers to improve the application of econometric theory to real-world IB research phenomena.

Radical Change in Statistical Practices

van Witteloostuijn, A. (2020). New-day statistical thinking: A bold proposal for a radical change in practices. *Journal of International Business Studies*, 51(2): 274-278. [doi:10.1057/s41267-019-00288-8](https://doi.org/10.1057/s41267-019-00288-8)

Summary:

This commentary presents a bold proposal to stop engaging in null hypothesis statistical significance testing altogether. By referring to prominent statisticians, the author argues that p values do not necessarily provide support for hypotheses nor do they confirm a theory. Rather, empirical researchers must embrace uncertainty in addition to openness and transparency. The author calls for solidarity in deviating from long-established methodological norms to work towards radically changing statistical practices and honestly dealing with uncertainty. This article helps researchers to reconsider their empirical approaches in IB research by learning from thought-provoking developments in statistical thinking.

Q&A with Larry J. Williams

Founding Director, Consortium for the Advancement of Research Methods and Analysis (CARMA)

Interview conducted by Arpit Raswant, Lancaster University

Q1. What is CARMA?

Larry: I am the founding director of CARMA. My inspiration to start it in 1997 came out of my experiences in the Research Methods Division of the Academy of Management (AOM), where I was active in the development of educational events that would serve as an important supplement for faculty and students to what they could get at their own universities. Even at that time both quantitative and qualitative methods were undergoing rapid changes and developments, and it was hard for faculty and students to keep up. Similarly, it was hard for professional associations with a constant cycle to develop a capacity for providing these types of events and so out of that context came the idea for a center that could provide ongoing infrastructure to develop and those types of educational opportunities for faculty and students. CARMA operates very much like an academic center and is a non-profit organization.

CARMA exists to support the conduct of high-quality research in an environment where the tools needed to do that and the process is associated with doing that are changing dramatically. We exist to help people, faculty and students around the world to have access so they can do the important tasks of science better. We offer courses at several time zone regions so that anybody in the world can get high quality methods education with us.



of

Q2. What does CARMA do?

Larry: CARMA provides a range of content. We have **webcasts** on pertinent topics related to research methods and data analysis topics. We cover both qualitative and quantitative research topics. Webcasts are basically a distinguished lecture series bringing in top organizational methodologists at the forefront. Our instructors are best of the best experts in the domain. They are journal editors, distinguished career award winners and early career award winners.



For instance, we have Michael Pratt, former qualitative associate editor for the *Academy of Management Journal*, doing a live online course on an introduction to qualitative research with an emphasis on ethnography, and Ernest O'Boyle, current associate editor of the *Journal of Management*, is doing a course on systematic reviews and meta-analysis with R. Over the past two years we have placed more emphasis on open source platforms such as R. We have Jeff Stanton, former action editor for the *Human Resource Management*, doing an introductory course on data mining with R and George Banks, senior associate editor at *The Leadership Quarterly*, doing a course on open science and R.

The lecture series is then available as a **video library** for faculty and students at university who are CARMA institutional members. The university joins, not individuals, and when that university joins anybody in the university gets unlimited access to the recorded content in the video library. Premium institutional membership includes live access. Over the past 4 years there are 200+ universities worldwide that have been a CARMA member for one or more years.

Over the last 3 years there have been 3000+ individuals who have watched one or more CARMA videos that are available in the video library. Given the current global health crisis and lockdowns, we basically decided to make our video library freely available to anybody so right now for anybody who wants to give our video library a try they can do that at the individual level and it does not have to be their university. We call this initiative our **CARMA Care Package**.

For 2020, given all the uncertainty, we have made a commitment for all of our **short courses** to be live and online. CARMA is offering 38 online live short courses in multiple time zones this year. So far, they have been fully subscribed. Recently, our 22 US short courses had 600+ participants. Each course has a total of twenty hours of contact time and the delivery mode varies depending upon the circumstances: some are four days long with five hours each day, others five days with four hours each day. Courses are live and online - there are no recordings of our short courses. Faculty and staff who are at universities that are CARMA institutional members get a 50% discount on the short courses, and we also have discounts for AIB members.

We are using Zoom for our virtual classrooms because it is the best tool that is currently available. All of our courses are based on 50% lecture and 50% hands-on experiential types of activities. The instructors fulfil their roles through the use of screen sharing with participants to identify problems they are having with their assignments. We also feature the use of breakout rooms so that when it comes time for those activities the participants are able to work in small groups. It is important to note that these courses can enable the beginning of building relationships with people that they might not otherwise have access to and so we recognize that that is an important part of what people want and we are doing our best to try to make sure that that is available.

We offer our **Research Methods Education Program (RMEP)**, which is based on a series of four modules. These modules are based on different types of CARMA events, including current and past webcast recordings and short courses. We provide recognition for students who are looking to differentiate themselves in the marketplace by being able to show that they have pursued this type of educational experience with us. The videos in our library are mapped in a way that very nicely covers the content of an introduction research methods course. We developed multiple-choice online assessments and for somebody who watches those videos and passes those tests then they get a digital badge. If somebody does all four of those modules they are able to be recognized as a global distinguished scholar.

Q3. What CARMA will be doing at the AIB 2020 meeting?

Larry: In the AIB 2020 conference, CARMA will be involved in a couple of different ways. This year we will be supporting efforts related to the workshops and masterclasses that will be offered. These workshops are three hours of an instructional event and there will be seven of them that we will be supporting. We have been offering workshops at AIB since 2016 – back then, they began with my dear friend and long-time CARMA contributor Robert Vandenberg giving the inaugural workshops at the New Orleans annual meeting. This year Robert and I will again be amongst the instructors of these workshops. I will be doing workshops on structural equation models. Robert will be doing workshops on multilevel analysis.

The research methods community in AIB, like the methods community generally, is committed to advancing science. CARMA is just an infrastructure vehicle that supports the collective will and desires of the research community - we are just a facilitator of making that happen. I am lucky to work with the RM-SIG within the AIB as we are given the opportunity to help IB scholarship flourish in the light of rapid change. You can find more information on CARMA at the AIB 2020 in this newsletter.



CARMA Update: 2020 Activities

CARMA Live On-Line Short Courses

In response to the Coronavirus crisis CARMA has decided to offer its 2020 Short Courses live on-line rather than in-person.

Asia Short Courses July 6-10, 2020 – One Session, Four Course Options

- “Questionnaire Design” – Dr. Lisa Schurer Lambert, Oklahoma State University
- “Advanced Data Analysis with R” – Dr. Justin DeSimone, The University of Alabama
- “Introduction to SEM” – Dr. Larry Williams, Texas Tech University
- “Grounded Theory Method & Analysis” – Dr. Tine Köhler, The University of Melbourne

South America Region Short Courses July 13-24, 2020 – Two Sessions, Four Courses

Session 1: Monday July 13 – Friday July 17, 2020

- “Introduction to Structural Equation Models”- Dr. Jose Cortina, George Mason University
- “Advanced Data Analysis with R” – Dr. Ron Landis, Illinois Institute of Technology
- “Introduction to Research Methods: Measurement, Design, and Analysis” – Dr. Larry Williams, Texas Tech University

Session 2: Monday July 20 – Friday July 24, 2020

- “Crafting High Quality Qualitative Research via a Phronetic Iterative Approach” – Dr. Sarah J. Tracy, Arizona State University

For more information visit the CARMA Website: <https://carmattu.com/short-courses/> .

****** Members of AIB whose universities are not institutional members of CARMA receive a 20% discount on Short Courses ******

CARMA hopes that these initiatives will help graduate students and faculty as they navigate these difficult times while pursuing their education and research. Learning and the pursuit of new knowledge remain important even given the health, economic, and social challenges of now and the future. Please let us know if we can help in other ways, good luck in all you are involved with, take care and be safe.

CARMA Care Package:

Free Access to CARMA Video Library until 31 August

In response to the global crisis created by COVID-19, CARMA has made available to anyone free access to CARMA's Video Library and its extensive archive of recorded lectures and panel sessions on research methods topics. Access is normally limited for access to only members of our Institutional Membership Programs and the AOM Doctoral Student Development Program. The CARMA Video Library includes over 150 video/audio recordings made since 2004, including lectures and panel sessions, covering a wide variety of introductory and advanced quantitative/qualitative methods topics.

To obtain this free access to our CARMA Care Package, you must be a registered CARMA Website User. If you are not currently registered as a CARMA Website User, faculty and students must first register (NO FEE) as a CARMA Website User and obtain a password allowing access to their User Area. Registrations can be found on this page: <https://carma.azurewebsites.net/account/register>.

Once registered, in your User Area you can follow these steps required to register for the CARMA Care Package:

- From the menus on the right, click Purchase Subscription (again, there is no fee)
- From the Package Menu, select CARMA Care Package
- Click Video Library in your User Area and you will see all the recordings

Recent 2020 videos include:

- Neuroscience Methods and Organizational Research (David Waldman, Arizona State University)
- Longitudinal Structural Equation Modeling (Le (Betty) Zhou, University of Minnesota)
- Scale Adaptation In The Organizational Sciences (Eric Heggestad, University of North Carolina at Charlotte)
- Grounded Theory/Discourse Analysis (Gail Fairhurst, University of Cincinnati)

The full list of videos can be found at:

<https://carma.azurewebsites.net/video>

Upcoming event:

Virtual Research Methods Workshop on Event Studies

At the upcoming AIB Southeast US Chapter annual conference (October 22-24, 2020), Stewart Miller will provide an introduction to the event study, which is an analytical technique that provides a means to capture the financial impact (i.e., the valuation effect) of a firm-specific event such as forming an international joint venture (Brown & Warner, 1980). Despite the extensive use of event studies in the finance, economics, and accounting literatures, and increased use in the strategic management literature, there has been considerably less use of the technique in IB articles. Using a “virtual” platform, Stewart Miller will explain how to identify events; gather stock return data; compute “abnormal returns”; and choose test statistics. He will teach students using Eventus and Event Study.

Stewart Miller is a Professor of Management at University of Texas – San Antonio. He also is an Adjunct Professor in the Department of Cardiothoracic Surgery at UT Health – San Antonio. In addition to teaching research methods, he is President and co-founder of the Academy of International Business Research Methods SIG and Chapter Chair of the 2020 Academy of International Business Southeast US Chapter Annual Conference. His work has appeared in *Journal of International Business Studies*, *Academy of Management Journal*, *Strategic Management Journal*, *Organizational Science*, *Journal of Management*, *International Business Review*, *Management International Review*, among others.

For more details, contact Stewart Miller at stewart.miller@utsa.edu or see the AIB Southeast U.S. chapter's website (www.aibse.org).

Call for Papers: Focused Issue on The Use of PLS–SEM and Complementary Methods in *Management International Review*

Guest Editors: Nicole F. Richter, University of Southern Denmark, Denmark, Sven Hauff, Helmut Schmidt University, Germany, Siegfried P. Gudergan, University of Waikato, New Zealand, Christian M. Ringle, Hamburg University of Technology (TUHH), Germany, and University of Waikato, New Zealand

We welcome articles that will advance international management (IM) theorizing and clearly align empirical research designs to theoretical phenomena in consideration of their real-life complexities by drawing on advanced PLS-SEM approaches. These approaches may include: prediction-oriented assessments and model comparisons (e.g., Liengaard et al., 2020; Sharma, Shmueli, Sarstedt, Danks, & Ray, 2019; Shmueli et al., 2019); importance-performance map analysis (e.g., Ringle & Sarstedt, 2016); uncovering unobserved heterogeneity (e.g., Sarstedt, Ringle, & Hair, 2017); the examination of nonlinear relationships (e.g., Ahrholdt, Gudergan, & Ringle, 2019); Articles that blend the use of PLS-SEM with complementary analytic procedures. These may include – yet are not limited to – necessary condition analysis (e.g., Richter, Schlaegel, van Bakel, & Engle, 2020) or fuzzy-set approaches (e.g., Kaya, Abubakar, Behraves, Yildiz, & Mert, 2020) and mixed method approaches (see for instance the overview in Hurmerinta-Peltomäki & Nummela, 2006).

Any article must focus on one or more of the core research areas of IM (White, Guldiken, Hemphill, He, & Khoobdeh, 2016), including, yet not limited to, international performance of firms, international diversification, entry modes, top management team international orientation or composition, international human resource practices, effects of cultural distance, cultural diversity and cultural competences on outcomes at the organizational, team and individual levels.

For more details, see: <https://www.springer.com/journal/11575/updates/18019998>

If you have any questions, please do not hesitate to get in touch with one of the editors.

For more information on the RM-SIG, find us on the Web at:

<https://rmsig.aib.world/>

Contact Us

If you have any feedback, content or suggestions for the next issue, please let us know.

Contact:

catherine.welch@
sydney.edu.au