




International studies of management and organization: half a century of advancing scholarship

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ABSTRACT

To celebrate the 50th Anniversary of *International Studies of Management & Organization (ISMO)*, the Founding Editor, Jean J. Boddewyn, the past Editor-in-Chief, Moshe Banai, and the current Editor-in-Chief, Abraham Stefanidis, compile this issue that describes the journal's half-a-century journey. In this article, we present *ISMO's* evolution from a platform that included translations of non-US-published articles in the 1970s to an internationally renowned journal that represents a truly universal scholarship of management and organization research. Drawing on contributions from six prominent scholars, we further reflect on the themes of culture, expatriation, employment, and leadership that have shaped international business scholarship during the past fifty years and are expected to herald future streams of research in the years to come.

KEYWORDS

Culture; expatriation; employment; international business; ISMO; leadership; Taylor and Francis

International Studies of Management & Organization (ISMO) was originated by a publishing firm named after its owner M.E. Sharpe. By 1970, this company was already publishing a score of journals devoted to translations of the best Soviet and Chinese articles on a great variety of topics, including economics and even psychiatry. At the time, Communist countries did not respect property rights, and M.E. Sharpe had founded this firm so that he also could publish those translated articles without permission!

Still, M.E. Sharpe assessed that he lacked a journal covering the broad and growing fields of Management and Organization. To attain this goal, he conceived that an academic of some stature was needed to design and edit this new outlet which was not affiliated with any existing academic or professional association. He approached Professor John Fayerweather of New York University's Graduate School of Business Administration, who had been a key founder of the Academy of International Business (AIB), and who served, at the time, as the Coordinator of NYU's International Business (IB) Program.

However, Professor Fayerweather was already quite busy with his teaching, while leading the new IB program at NYU, nurturing the recently created Association for Education in International Business (AEIB, 1958–later called the Academy of International Business, AIB)—and publishing *The International Executive* which offered his reviews of significant IB articles as well as a long bibliography of recently issued IB articles, pamphlets, and books. This publication was an essential source for locating IB articles written in English and appearing in a variety of

newspapers, magazines, academic journals (e.g., the *Journal of Marketing*), and school-based outlets such as the *Oregon Business Quarterly*.

Too occupied to accept the major task of conceiving, launching, and developing a new quarterly journal, Professor Fayerweather asked Professor Jean J. Boddewyn, a colleague he had recruited in 1964 for the new NYU Master's IB Program, whether he would accept this modestly paid (\$100 a month) challenge. Belgium-born Boddewyn spoke and read French and English, taught three graduate courses in Comparative Management Systems, Comparative Marketing Systems, and European Business Systems at NYU, and knew several major management professors in Western Europe. These attributes empowered him to accept M.E. Sharpe's offer and start planning the format of the new journal.

Was the future ISMO to be a journal of translations of foreign-published articles—like the other journals published by M.E. Sharpe? The problem here laid in identifying these foreign articles written in a variety of languages, with Western Europe alone having more than twenty different languages! Besides, Boddewyn could only read French and English, and he knew only a few management professors abroad who could make recommendations. As a result, he contacted a dozen professors in Western and Eastern Europe, as well as Japan, asking them to suggest to him the best “management and organization” articles that had been published in their countries in the past five years. These pieces would be translated at M.E. Sharpe's expense and published in the new ISMO journal.

This first conception of ISMO at the repository of translated foreign publications totally failed because no suggestions of foreign management articles were ever made to Professor Boddewyn! “Why not?” remains a mystery to this day! Were these foreign management professors—most of whom “top scholars” in their country—too busy? Did they not read what was published at home? Did they not want to promote the work of colleagues who were perhaps their rivals or were they just lazy? Professor Boddewyn would never find out the answer to why he had received no suggestions from any foreign correspondents.

Actually, this failure turned out to become a fortunate one because Professor Boddewyn could only read French and English when it would have come to evaluate the quality of any foreign professors' suggestions. Besides, good translations cost a fortune, and M.E. Sharpe might have declined to pay for a lot of the latter. So, he had to think again about what ISMO would publish.

Professor Boddewyn's second idea turned out to be the successful one. Through Professor Fayerweather's *International Executive's* listing of management publications, and via his own reading of a variety of journals, Boddewyn identified the *foreign* authors of first-rate articles and then asked each of them to serve as the “Guest Editor” of an ISMO issue devoted to the same theme as the one of their article. Every issue would include four to six original papers to be written by foreign authors—including the Guest Editor himself or herself—known by this Editor and located anywhere in the world.

Thus, starting in Spring 1971, the first four issues of ISMO dealt with: (1) the concept of “cadres”—a French notion referring to the entirety of managerial and executive positions in a firm (Editor J.E. Humblet, University of Mons, Belgium); (2) the goals of economic organizations (Philippe de Woot, University of Louvain, Belgium); (3) organizational change (H.C. de Bettignies, INSEAD, France), and (4) multinational business management (Hans Schöllhammer, UCLA)—all Guest Editors Professor Boddewyn could communicate with in English or French and whom he knew personally (de Bettignies and Boddewyn 1971; de Woot and Boddewyn 1971; Humblet and Boddewyn 1971; Schöllhammer and Boddewyn 1971).

In this manner, non-U.S. Guest Editors and authors often got their chance to publish in a U.S. journal—some of them major foreign scholars, such as Nancy Adler (Adler and de Villafranca 1982; Adler 1983, 1986, 1993a, 1993b; Adler and de Villafranca 1982), Paul Beamish (Schotter and Beamish 2011; Wright, Lane, and Beamish 1988), John Child (Boisot, Child, and Redding 2011; Child and Francis 1977; Child and Tayeb 1982), Cary L. Cooper (Cox and Cooper 1976;

Ottaway and Cooper 1978), Michel Crozier (1971, 1978), Peter Dowling (Dowling, Rose, and Donnelly 2013a, 2013b), William Evan (1975), David J. Hickson (Butler et al. 1979; Horváth et al. 1976), Geert H. Hofstede (de Bettignies and Hofstede 1977; Hofstede 1975, 1977, 1980, 1983; Sadler and Hofstede 1976), Noritake Kobayashi (1971, 1982), André Laurent (Amado, Faucheux, and Laurent 1991a, 1991b; Inzerilli and Laurent 1983; Laurent 1980, 1983), Henry Mintzberg (1977a, 1977b, 1979; Mintzberg and Boddewyn 1977), and Yoram Zeira (Pazy and Zeira 1985; Zeira and Banai 1985), as well as many U.S. scholars.

Professor Boddewyn has held the helms of the ISMO Editor-in-Chief position for 35 years, from 1971 to 2005, engaging 140 Guest Editors and around 700 authors who have published some 700 original articles. In recognition of his service to ISMO and his leadership role as Chair (1974) of the Academy of Management's (AOM) International Management Division, as well as Vice President (1975–1976) and President (1992–1994) of the Academy of International Business, Professor Boddewyn had previously received the 2002 Academy of Management's Distinguished Service Award. Toward the end of his service period, Professor Boddewyn had asked his colleague, Professor Moshe Banai of the Management Department at Baruch College (City University of New York), to take over ISMO Editorship. Professor Banai was a natural selection for this position as he was also born outside of the USA (Israel), completed his Doctorate studies at the London Business School in London, Britain, commanded several languages, and traveled the world extensively in search of management and organization data, topics, and cooperation in cross-cultural research.

Major societal and technological changes took place during Professor Banai's tenure as the Editor. The publishing business had been consolidating and ISMO was purchased by Taylor and Francis, a subsidiary of the giant publisher Routledge. While ISMO's hard copy issues are still being in demand at major universities' libraries, simultaneously, and like other journals, ISMO was launched on-line, allowing scholars around the globe easy access.

Moreover, with the world's fast rate of globalization, the topic of international studies of management and organization, or what is called today "International Business," has gained significant momentum, and created high levels of interest among scholars and practitioners. Many publishers have reacted to this interest by offering a variety of journals catered to international business topics, resulting in a "tsunami" of millions, and probably billions, of words, clogging the highways of knowledge dissemination.

Academicians and practitioners resorted to new technologies in order to exert some control over knowledge quality leading to the establishment of formal on-line standards of journals' quality. Criteria, such as impact factor, number of citations, interest level, and others, have been codified into computer algorithms, and articles', journals', and authors' qualities are all measured statistically and continuously. In this new reality, the only way to maintain ISMO's reputation was to meet those standards. After twelve years of service, between 2006 and 2017, and 48 invited Guest Editors who have produced around 200 original articles, Professor Banai has invited his colleague, Professor Abraham Stefanidis, from the Department of Management at St. John's University in New York City, to take over the editorship of ISMO. Professor Stefanidis served as the Associate Editor of the journal from 2015 to 2017 and he has been serving as the Editor-in-Chief since 2018.

In addition to his technological prowess required in this new era, Professor Stefanidis possesses the perfect profile required of an editor of an international management journal. He was born outside of the USA (Greece), commands several languages, received his Ph.D. degree with a European Commission Marie Curie fellowship, and has considerable work and study experience in diverse parts of the world, accomplishments that have allowed him to establish numerous academic ties internationally. He has published in top-rated journals and is familiar with theories of management and organizations as well as with sophisticated research methodologies.

Sensing the new reality of the academic publication market, Professor Stefanidis has changed the nature of ISMO in five ways. First, in parallel to the continuation of publishing special issues edited by invited Guest Editors, he has enabled international scholars to submit non-solicited papers to the journal. Second, he has evolved what used to be a journal that published only articles by non-US contributing authors into a publication that represents a truly universal scholarship. Third, by promoting the journal at leading academic conferences, he introduced ISMO to new audiences augmenting its international visibility. Fourth, Dr. Stefanidis has migrated the e-mail-based submission format into a fully on-line peer-reviewed editorial management system. The increased visibility of the journal coupled with the implementation of technological advances proved to be a double-edged sword. On the one hand, they facilitated the submission of hundreds of high-quality papers per year from all over the world, including countries that had been traditionally underrepresented, including Indonesia, Jordan, Morocco, Tunisia, and Vietnam. On the other hand, though, the journal's ten-fold surge in submissions necessitated the recruitment of more editors to help with the editorial and decision-making process. To this end, Professor Stefanidis has invited Professor Banai to stay on board as an Associate Editor, and also invited Professor Taran Patel from the Grenoble Ecole de Management in France, who lived and worked in countries such as Finland, France, India, Singapore, Spain, UAE, and the UK, and Professor Mahmut Bayazit from Sabanci University in Turkey, who has received his academic training in Canada, Turkey and the USA, to join the editorial team as Review Editors.

As a result of these changes, a shift in the journal emerged. ISMO is now regarded, along with top-rated International Business journals, as a publication platform for eminent scholars around the world. The journal has expanded its Editorial Board and significantly broadened its contributors, reviewers, and readers. Consequently, the Editors' combined efforts have resulted in the journal being indexed in Scopus and, as of 2020, in the Web of Science Core Collection. Moreover, ISMO is ranked in the most recent versions of major international business journal rankings, including the Australian Business Deans Council's (ABDC) Journal Quality List and the Chartered Association of Business Schools' Academic Journal Guide.

ISMO's Editors have used the opportunity of the 50th anniversary of the journal to invite academic trailblazers, who have served as Guest Editors of ISMO or have authored high-impact ISMO articles in the past, to share their academic knowledge and experience with the journal's audience. It is a great honor to include in this anniversary issue articles composed by contributors who are 'the best in the industry.'

The author of the first article, titled "ISMO and International Business: Past and Future," Professor Oded Shenkar, Ford Motor Company Chair in Global Business Management at the Fisher College of Business, Ohio State University, is not a newcomer to ISMO. He guest-edited two special issues (Punnett and Shenkar 1994; Shenkar 1990) and published two articles (Ronen and Shenkar 1988; Shenkar 1994). This is how Professor Shenkar views ISMO: "Today, ISMO is no longer just a voice for those who have been excluded ... (but also) a voice that is clear and loud at the same time that it captures the complexity that our other outlets have so often reduced to such formulaic simplicity that it has lost touch with the real world and the challenges it poses for us all."

The second distinguished contributor to the anniversary issue is Professor Chris Rowley, from the Kellogg College, University of Oxford, and Cass Business School, City University of London. In his article about "Perspectives on Work, Employment and Management: Asia, Comparisons and Convergence," Professor Rowley describes his own research experience and concludes that "work and employment and their management remain important and a core part of life, giving not only a sense of purpose, routine, and meaning, but also independence and ability to connect and contribute to the lives of others and society." Based on these conclusions, Professor Rowley

suggests that “comparisons and cultural relativism are useful for contextualization in understanding not only change, but also continuity around the area of work.”

Professor Rowley is also the author of two ISMO articles (Rowley and Warner 2004; Rowley and Bae 2004).

Another prominent scholar who has traveled the world in his search for understanding culture is Professor Markus Pudelko, the Director of the Department of International Business at Eberhard Karls University of Tübingen’s School of Business and Economics, who lives and works in Germany and received his academic training at the Sorbonne University and the University of Cologne in France. Based on his personal academic journey, Professor Pudelko has contributed an article about “Bringing Context Back into International Business Studies: Own Research Experiences, Reflections, and Suggestions for Future Research.” In this article, Professor Pudelko develops the argument that not enough research in international business focuses on the context of the host cultures. He recommends that “IB scholars in particular are in the position to fruitfully advance managerial sense-making by describing in-depth certain country-specific management phenomena. On this basis they might, if appropriate, either develop new theory or unearth boundary conditions of seminal management theories which had been developed with view to be universally valid. In particular the latter would also help the IB discipline to become more relevant to other academic areas.” This is not Professor Pudelko’s first publication in ISMO. He has guest-edited an issue for which he has written an introduction (Pudelko, Carr, and Henley 2006), and contributed an article (Pudelko 2006).

Two more major academic powerhouses in their fields have cooperated in writing and contributing an article to this issue about “From ‘Elites’ to ‘Everyone’: Re-framing International Mobility Scholarship to Be All-encompassing.” Professor Yvonne McNulty, who has recently assumed a position with the Edith Cowan University in Perth, Australia, has already guest-edited two consecutive issues (McNulty and de Cieri 2014a, 2014b) and published three articles in ISMO (McNulty and Tharenou 2004; Vance and McNulty 2014; Tait, de Cieri, and McNulty 2014).

Professor Chris Brewster, from the Henley Business School, the University of Reading, is probably one of the most prolific academic authors in the UK. He has published more than twenty-five books and well over two hundred articles and taught in many countries around the world. He has guest-edited a couple of ISMO issues (Bonache, Brewster, and Suutari 2007; Brewster 1994) and published an article (Brewster and Pickard 1994).

McNulty and Brewster argue that “there are millions of low status international workers that, with some few exceptions, have largely been ignored” by scholars who study international mobility. They claim that this failure “adds to the research-practice gap between those scholars and the practitioners who have to manage workers of all status levels.”

The article that seals this ISMO Anniversary issue has been contributed by Professor Lena Zander from Uppsala University in Sweden, a world-class expert in cross-cultural research on leadership and teams. Professor Zander has been a visiting scholar at Stanford University, and the Wharton School, University of Pennsylvania, USA. In addition to her Swedish work experience, she also draws on her international work experience from Botswana, France, New Zealand, the Netherlands, Nigeria, Singapore, Sweden, and the United States. Professor Zander has already contributed articles to ISMO about categorization in cross-cultural management (Lücke, Engstrand, and Zander 2018) and about communication and country clusters on leadership (Piekkari and Zander 2005; Zander 2005).

In this issue, Professor Zander writes about “Interpersonal Leadership across Cultures: A Historical Exposé and a Research Agenda.” She summarizes available research and concludes that “as leadership behaviors in earlier multi-country studies did not demonstrate similar associative patterns regarding interpersonal leadership in different countries, the use of mainstream single-country leadership meta-categories was invalidated.” She recommends that future studies of

leadership should focus on investigating “interpersonal leadership across national borders in combination with contemporary trends such as distance leadership, global virtual teams, and intersectionality.”

We wish ISMO and all 2000 scholars who have contributed to its success over the years, as well as to all the publishers, managers, editors, printers, and other professionals who have worked behind the scenes to ensure the transformation of the scholars’ intellectual ingenuity into a tangible product, a happy 51st birthday.

Notes on contributors

Moshe Banai is Professor Emeritus at the Zicklin School of Business, Baruch College, The City University of New York. He has received his Ph.D. degree in Management from the London Business School in England, M.Sc. degree from Tel Aviv University, and B.A. degree from Ben-Gurion University. He has served as a visiting professor in fifteen universities in Australia, Austria, China, Germany, Israel, Kazakhstan, Puerto Rico, Russia, UK and Ukraine. Moshe Banai is an expert in the field of Global Management, covering topics such as Management of Multinational Corporations, International Human Resource Management, Organization’s Strategy and Design, and Management Development. He has consulted with major international and domestic organizations worldwide. In addition, he has served as a Human Resource Director for an international bank in London. Moshe Banai has conducted international and comparative studies in domestic and multinational corporations in over 35 countries, the findings of which were published in over 100 academic journal articles and books’ chapters. The topics of the studies include “Foreign country organizations expectations of expatriate managers,” “The impact of the transition from a centrally planned economy to a free market economy on people’s behavior in organizations,” and “International negotiation.” Moshe Banai is the Associate Editor of the academic journal *International Studies of Management & Organization*.

Abraham Stefanidis is an Associate Professor of Management at The Peter J. Tobin College of Business, St John’s University in New York, USA. He earned his Ph.D. in Management from the Athens University of Economics and Business in Greece. He has studied, taught, and conducted research in Greece, Spain, Turkey, Germany and the USA. Abraham Stefanidis has been the recipient of several international grants, including a ‘Marie Curie Research Fellowship’ by the European Commission (2008), a ‘Research Grant’ by Singapore’s National Institute of Education (2016), and a ‘placement on the roster of the Fulbright Specialist Program’ by the U.S. Department of State’s Bureau of Educational and Cultural Affairs (2020). His research has been recognized by Emerald Group Publishing (2011), the International Theme Committee of the Academy of Management (2016) and the Research Methods Special Interest Group of the Academy of International Business–CEE Chapter (2018). Abraham Stefanidis’ research focuses on International Human Resource Management, Global Business Ethics, and Disability. Abraham Stefanidis is the Editor-in-Chief of the academic journal *International Studies of Management & Organization*.

Jean J. Boddewyn Department of State’s Bureau of Educational and Cultural Affairs (2020). His research has been recognized by Emerald Group Publishing (2011), the International Theme Committee of the Academy of Management (2016) and the Research Methods Special Interest Group of the Academy of International Business–CEE Chapter (2018). Abraham Stefanidis’ research focuses on International Human Resource Management, Global Business Ethics, and Disability. Abraham Stefanidis is the Editor-in-Chief of the academic journal *International Studies of Management & Organization*. Jean J. Boddewyn is Emeritus Professor of Marketing and International Business in the Zicklin School of Business of Baruch College, City University of New York. He received a Commercial Engineer degree from the University of Louvain (1951, Belgium), a MBA from the University of Oregon (1952) and a PhD in Business Administration from the University of Washington in Seattle (1964). He taught successively at the University of Portland (1957–1964), New York University (1964–1973) and Baruch College, The City University of New York (1973–2006). Jean J. Boddewyn received the 2002 Academy of Management’s Distinguished Service Award in recognition of his service as Founding Editor of *International Studies of Management & Organization* from 1971 to 2006, his pioneering research on comparative management, foreign divestment and international business-government relations, and his leadership roles as an early Chair (1974) of the AOM’s International Management Division as well as Vice President (1975–1976) and then President (1992–1994) of the Academy of International Business (AIB). He is a Fellow of the Academy of Management (1974), the Academy of International Business (1980) and the International Academy of Management (1984). He also served as Dean of the AIB Fellows from 2005 to 2008. His research interests center on reciprocity as a mode of entry, international business political behavior, public affairs, the regulation and self-regulation of advertising around the world, international business strategy and MNE theory.

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