



A Vision of Responsible Research in Business and Management

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10:30-12:00 pm

1. Do we have an issue with our research?
2. What is responsible research?
3. How to implement responsible research?
4. Who is engaging in responsible research?
5. What does it mean for my research?



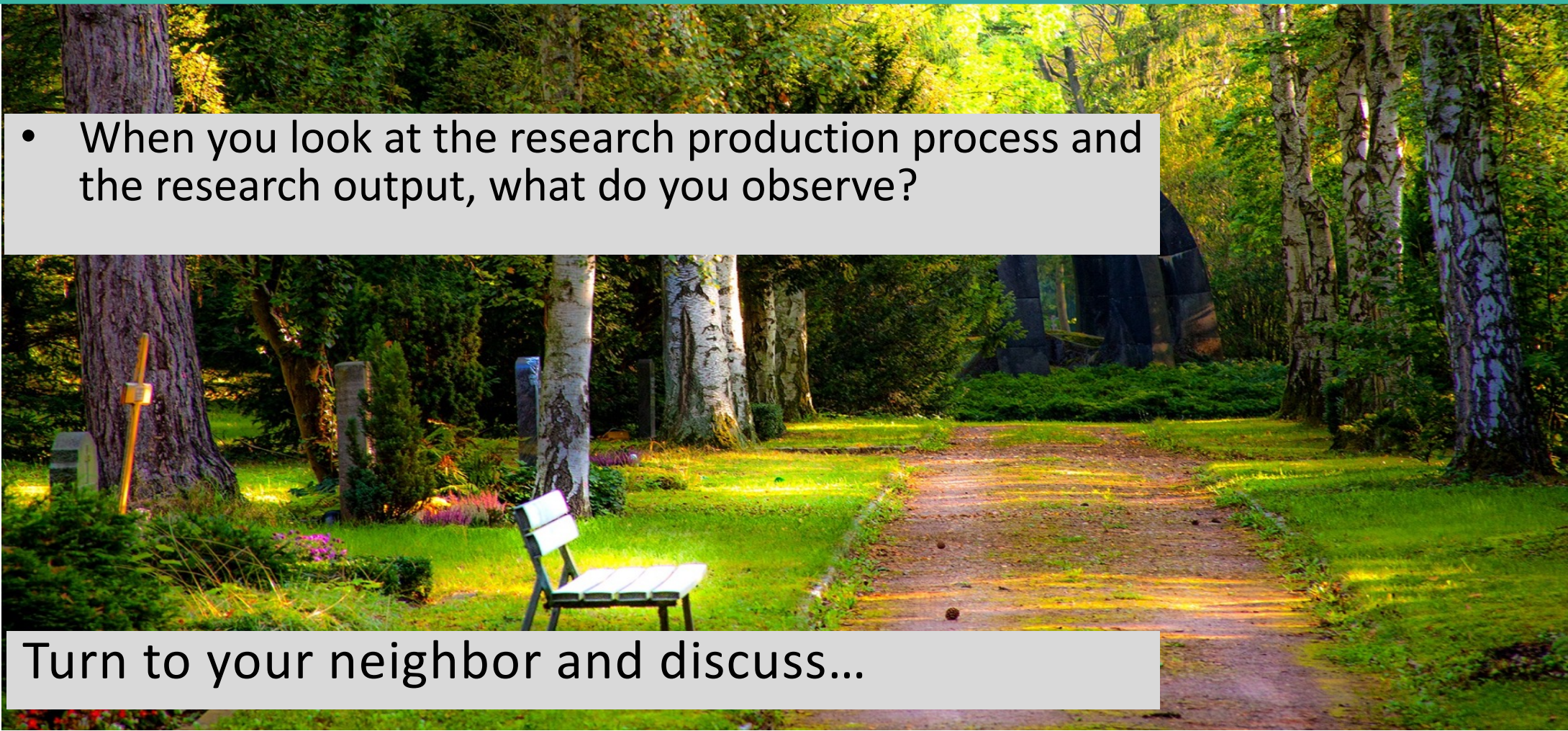
Vision 2030

... when business schools and scholars worldwide have successfully transformed their research toward responsible science, producing useful and credible knowledge that addresses problems important to business and society.

Do we have an issue with research?

- When you look at the research production process and the research output, what do you observe?

Turn to your neighbor and discuss...



The Current Research Ecosystem

Deeply entrenched and inter-twined norms:

- Faculty rewards based on scholarly publications, and not benefits to the public.
- School reputation based on A journal publications, and less on the content of the research.
- Journals value theory and novelty more than reproducible results and meaningful questions.

Two Core Issues

Instead of credible knowledge, we have

- Rigorous but unreliable and non-reproducible results.
- Questionable research practices, threatening integrity.

Instead of useful knowledge, we have

- Topics of research distant from practices or challenges in business and society.
- Publication numbers and citation counts as primary measures of success.

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A Responsibility Turn



“A Vision for Responsible Research in Business and Management: Striving for Useful and Credible Knowledge”

Leading Scholars Joining Hands

- 24 Senior Scholars
 - 16 faculty + 8 deans
 - 5 Disciplines - 23 Universities – 10 countries
- 4 Supporting Institutions
 - EFMD, AACSB, PRME, Aspen-BSP
- Collectively, they are
 - Intellectual leaders in their fields
 - Editors of leading journals
 - Leaders of Academy & professional associations
 - Disciplinarily and regionally diversified

Responsible Research defined

Scientific work that produces **credible and reliable knowledge** with either direct or indirect **usefulness** for addressing problems important to both business and society.

Responsible research aims to produce the knowledge useful for preparing our students and businesses to tackle the grand challenges of the 21st century.

Two Forms of Responsibility

- **To Science**

- Reliable, repeatable discoveries and findings
- **Credibility** dimension of responsible research



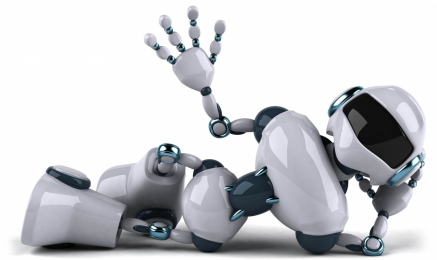
- **To Society**

- Knowledge that will contribute to better business and a better world
- **Usefulness** dimension of responsible research



The 21st Century Grand Challenges

1. Technology and artificial intelligence
2. Internet and e-commerce
3. Environment and global warming
4. Globalization and new economies
5. Increasing income inequality
6. Terrorism and political instability



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The higher purpose of research

A photograph of a sunlit forest floor. In the foreground, there is a dense field of small white flowers with yellow centers, growing among green grass and foliage. To the right, a large, dark tree trunk is visible. The background is a soft-focus green forest, with bright sunlight filtering through the trees, creating a lens flare effect in the upper left corner.

What can / could / should society expect?

Turn to your neighbor and discuss...

Seven Principles of Responsible Research

Principle 1

Development of knowledge that benefits business and the broader society, locally and globally, for the ultimate purpose of creating a better world.



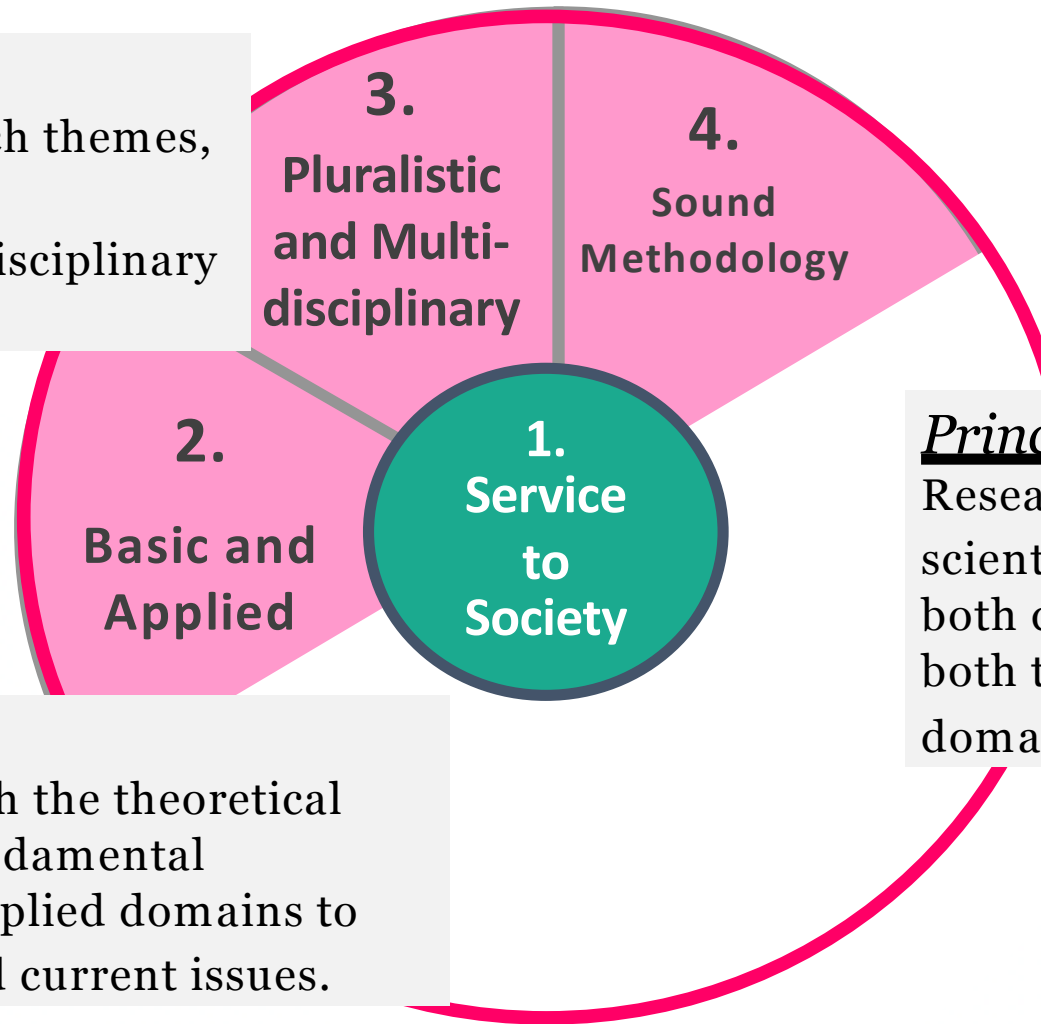
The diagram consists of a large pink circle with a smaller teal circle inside it. The teal circle has a dark grey border and contains the text '1. Service to Society' in white. The pink circle is positioned to the right of the text box, with its left edge overlapping the right edge of the text box.

1.
Service
to
Society

Three Principles for Credibility

Principle 3

Diversity in research themes, methods, forms of scholarship; interdisciplinary collaboration



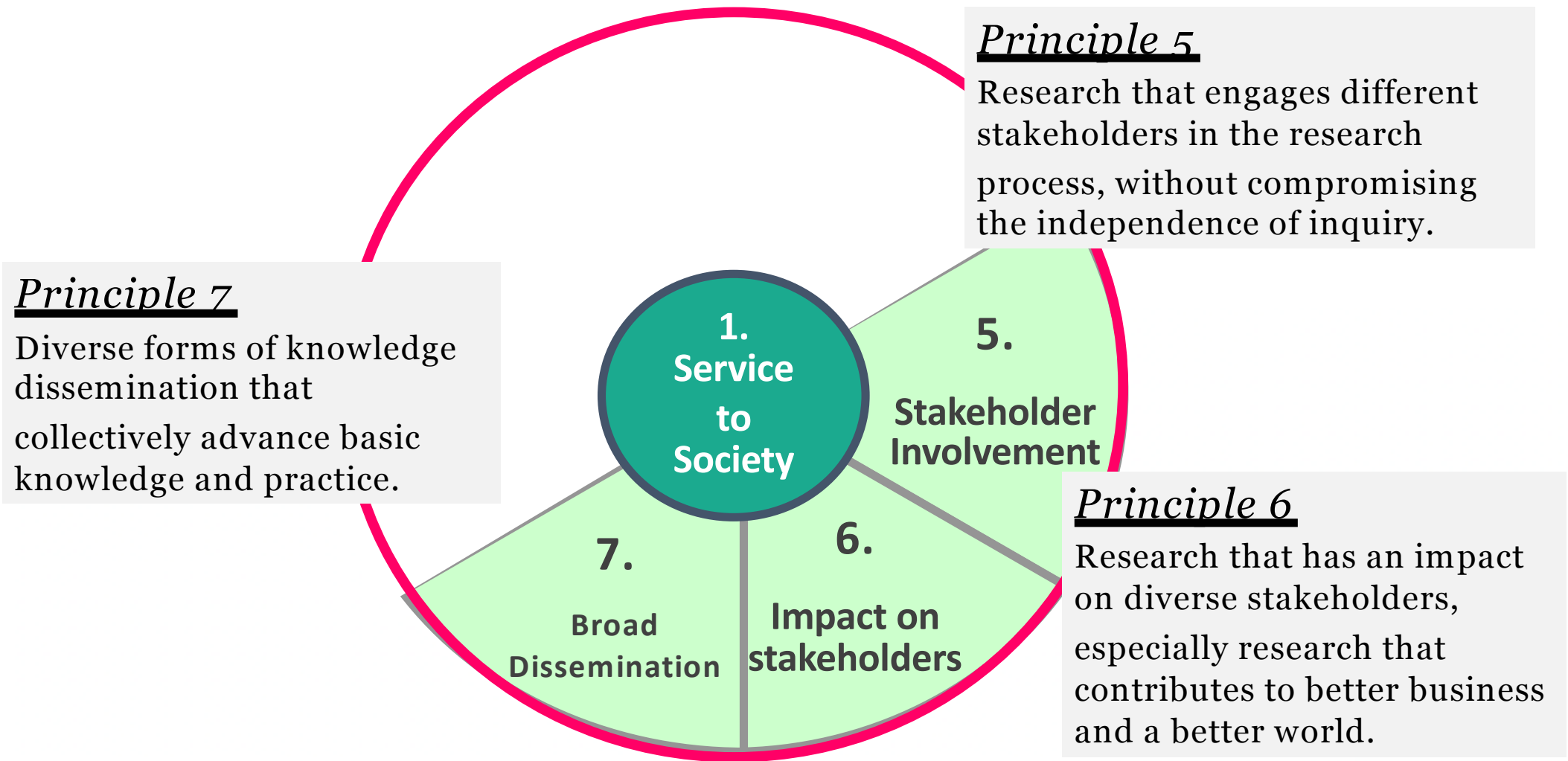
Principle 2

Contributions in both the theoretical domain to create fundamental knowledge and in applied domains to address pressing and current issues.

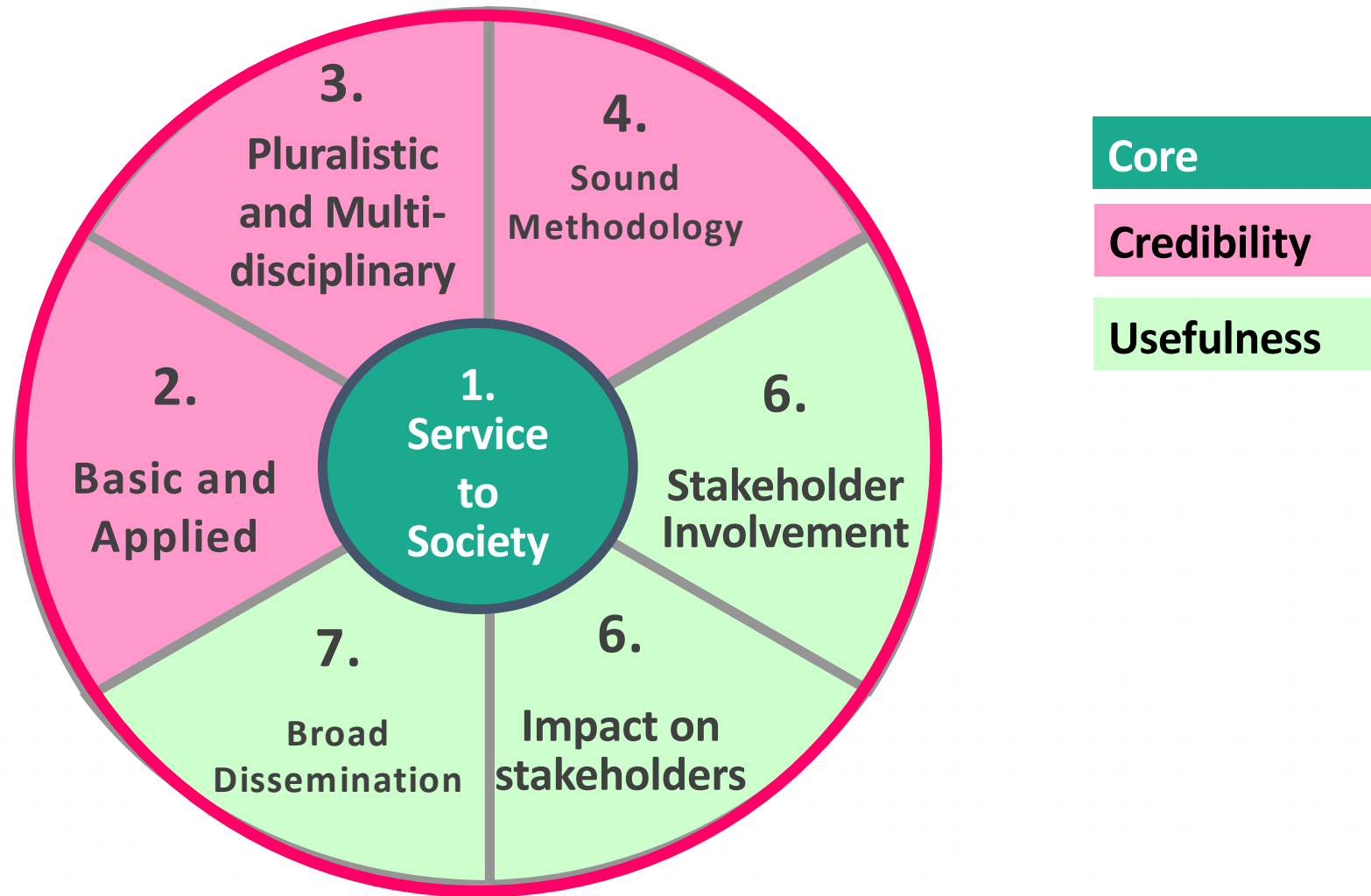
Principle 4

Research that implements sound scientific methods and processes in both quantitative and qualitative or both theoretical and empirical domains.

Three Principles for Usefulness



So what? Levers of change?



The biggest levers of change

- What are the most important **competencies** for engaging responsible research?
- What are the necessary **structural** changes to promote responsible research?



Internal Levers

1. Journal Editors and Publishers

Publish replications, negative findings, and non-significant findings

2. Scholarly Association Leaders

Professional commitment...to a higher aim of service to society...

3. Scholars and Doctoral Students

Follow the principles of responsible science in their roles as authors, reviewers, editors, educators, and evaluators

4. Univ Leaders, Deans, Dept Heads, Sr Scholars

Redesign promotion and tenure criteria....

External Levers

5. B School Asso and Accreditation Agencies

Include societal impact of research in assessment standards...

6. Funding Agencies and Government

Broaden the criteria to include social impact for funding decisions

7. Business, alumni, NGO, students, society

Provide input, feedback, access and trust

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Pioneers in Responsible Research



Who are engaging in responsible research and what do they do?

Pioneering schools - core mission

University of Michigan

- New **Associate Dean for Business+Impact** (2017)
- Add Practice to R,T, and S roles of faculty
- Engage with other university disciplines
- Tackle local and global societal problems, e.g., poverty, job creation

Business School Lausanne

- **Mission to serve society**: “A learning platform to enable individuals and organizations to thrive by co-creating viable business solutions for people and our planet.”
- Three research centers focused on servicing society:
 1. Sustainability center
 2. Responsible Leadership center
 3. Positive Impact center

Pioneering schools - research focus

Rotterdam School of Management

- “To be a force for positive change in the world”
- UN SDGs as a framework to guide teaching and research
- Business models that combine doing well and doing good.

University of Notre Dame, Mendoza College of Business

- Dean's Mission Research Award
- Published papers that contribute to the common good
- One award in each of five disciplines

RRBM **Pioneering Schools – Funding Priority**

Singapore Management University

- **Dean's Impact Grant** to foster impact-driven mindset
- Customize research for the Southeast Asian context
- Financial inclusion of poor families, Tri-sector Collaboration – private sector, civil society, government

Peking University, Guanghua School of Management

- **Thought Leadership Platform**
- 5 million RMB funding of 25 research projects on seven strategic areas: industry upgrading and innovation, new and development finance, economic reform, national development
- 7 postdoc positions and staff support

Journals New Policies

Strategic Management Journal (2016)

- Editorial call for repeatable results with emphasis on data **accessibility** and **transparency**.
- Publish replications

Journal of International Business Studies (2017)

- Defines 10 principles (e.g., use of statistics) to increase the **reliability** and **accumulation** of knowledge.

Journals New Policies

Management and Organization Review (2016)

- Developed policies of replication, data accessibility
- Offered a two stage review process (pre-approvals) to prevent p-hacking and HARKing.

Journal of Applied Psychology (2018)

- Pre review (data depository, hypotheses pre-registration)
- Review (greater transparency of procedures and measurement)
- Post review (self-correction, retractions, replication)
- Address important phenomena

AMD Special Issue

Sustainable Development for a Better World

Guest Editors

- Jennifer Howard-Grenville, U. of Cambridge, UK
- Jerry Davis, U. of Michigan, USA
- Thomas Dyllick, U. of St. Gallen, Switzerland
- Chet Miller, U. of Houston, USA
- Stefan Thau, INSEAD, Singapore
- Anne S. Tsui, U. of Notre Dame, USA



Funding Agencies Focus on Usefulness



UK Research Excellence Framework 25%
social impact

UK Stern Report – recommend broader
definition of impact and increase from 25%
to 35% weight

U.S. NSF funding criteria – specify social
impact beyond scientific outcomes in
research proposals

Transparency and Open Science Framework



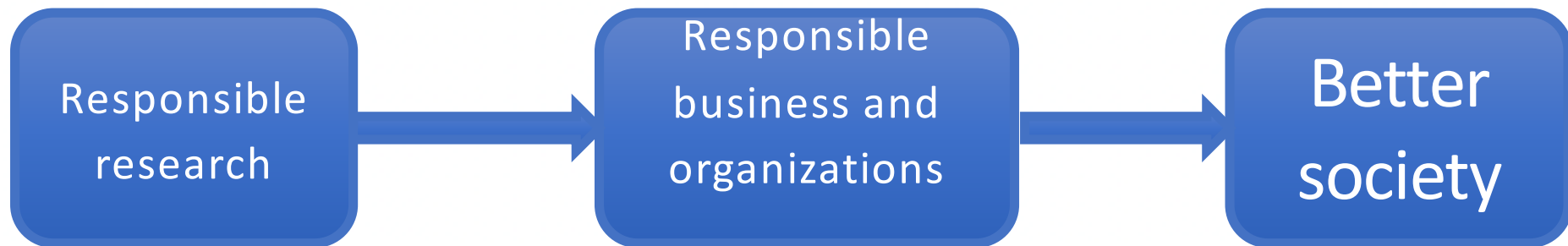
At the Center for Open Science, we believe an open exchange of ideas accelerates scientific progress towards solving our most persistent problems.

The challenges of disease, poverty, education, social justice, and the environment are too important and too urgent to waste funding on studies lacking rigor, (neg.) outcomes that are never shared, and trying to extend results that are irreproducible.

What You Can Do



How can my research contribute to this research value chain?



The Growing RRBM Community

From 28 founding members to:

- 85 co-signers of the position paper
 - 30 deans and provosts
 - 72 universities
 - 21 countries
- Over 750 individual endorsers
 - 40% full professor
 - 49 countries (44% USA)
- 42 institutional partners

Join the Movement, Add Your Voice

- **Endorse the position paper** <http://rrbm.network>
- **Join the RRBM community**
 - Add to the wealth of resources on the website
- **Share your personal actions to promote RRBM**
 - Contribute a blog
- **Contribute success stories**
 - Share school or institutional level practices that advance RRBM

Toward Research that Matters

- What would enable research faculty to become academic change agents?

Turn to your neighbor and discuss...



Responsible Research – a Vision for 2030!

- Business and management schools worldwide are widely admired for their contributions to societal well-being.
- Academics and businesses collaborate in co-creating knowledge.
- Both schools and scholars are committed to the *principles of responsible research*.
- Business leaders and government officials seeking advice on policies and offering support for research on issues that need understanding.

Call to Action



“Responsible research
for better business and
a better world.”



A Better Future for All



- Can we have both?
 - Credible and useful knowledge
 - A good career and a better world

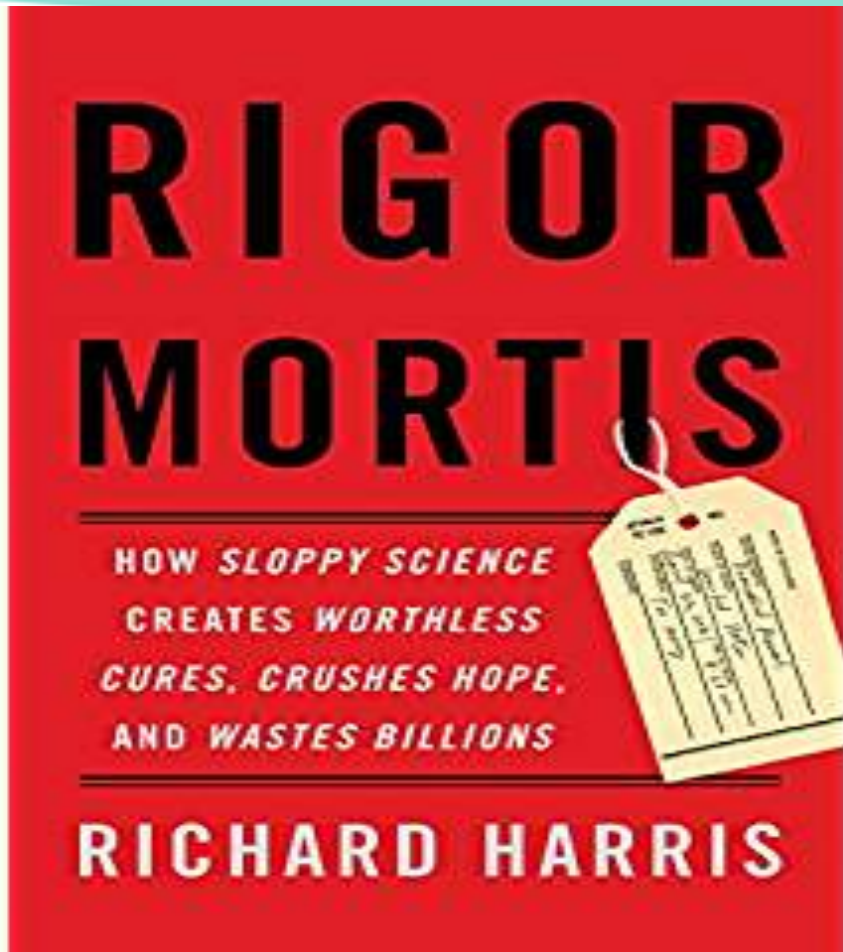


RRBM Responsible Research Business & Management

The Founders of RRBM



Accounting and Finance	Rashad Abdel-Khalik (UIUC), Franklin Allen (Imperial), Ulrich Hommel (EBS), Maureen O'Hara (Cornell)
Management	Mats Alvesson, Jerry Davis, Thomas Dyllick, Bill Glick, Peter McKiernan, Katrin Muff, Howard Thomas, Anne Tsui
Marketing	Mary Jo Bitner (ASU), David Reibstein (Wharton)
Operations Management	Serguei Netessine (Wharton), Chris Tang (UCLA)
Deans	Ingmar Bjorkman, Hongbin Cai, Gerry George, Xiongwen Lu, Ira Solomon, Xiaobo Wu, Bernard Yeung, Sri Zaheer
Institutional	Jonas Haertle (PRME), Dan LeClair (AACSB), Claire Preisser (ASPEN), Matthew Wood (EFMD)



“...**medical** research is plagued with unforced and unnecessary errors. Scientists often face a stark choice: they can do what’s best for **medical** advancement by adhering to the rigorous standards of science, or they can do what they perceive is necessary to maintain a career in the hypercompetitive environment of academic research.”
(Harris, 2017)