

Hoping for Relevance but Rewarding Productivity

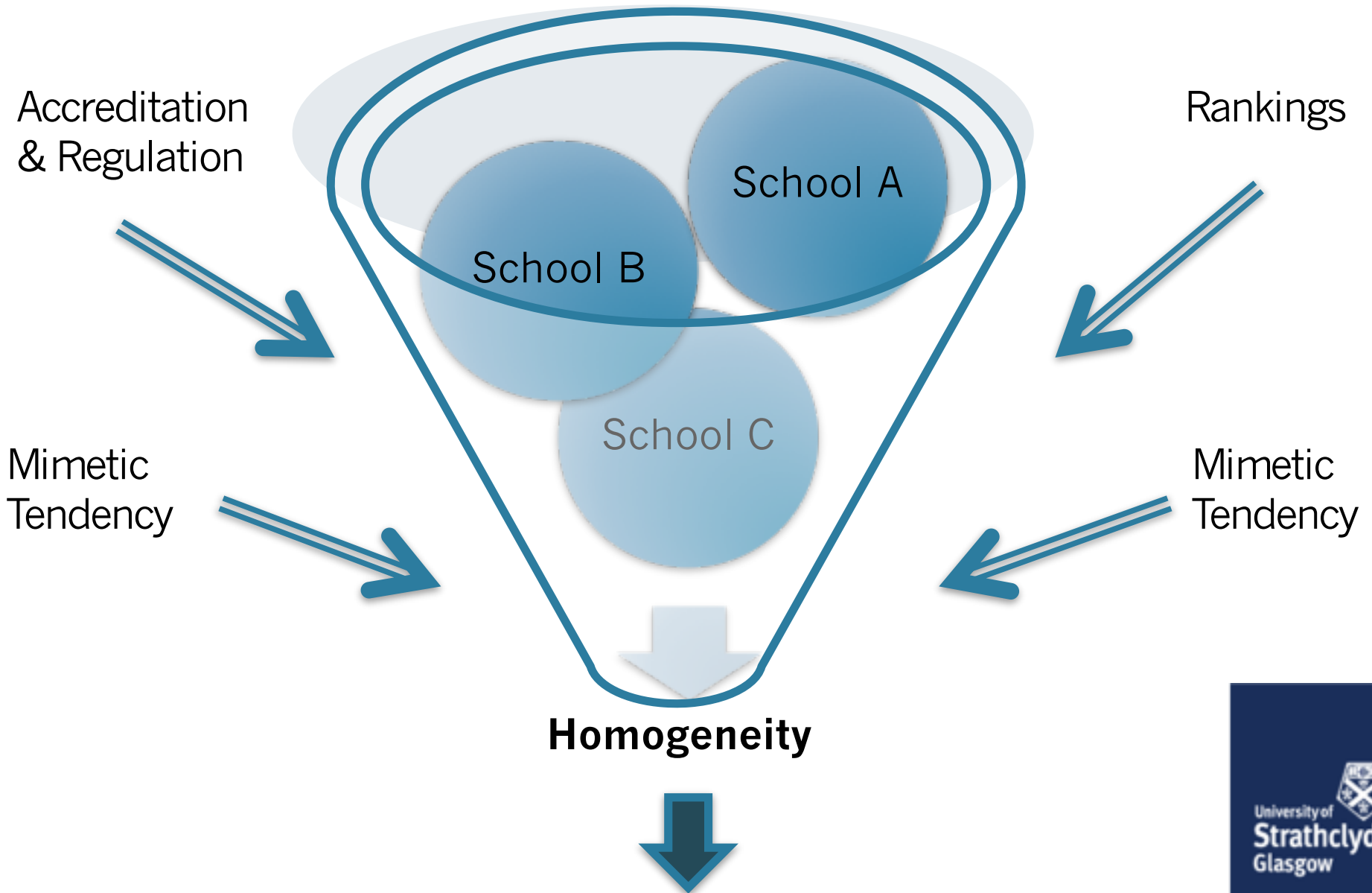
**A Vision of Responsible Research in Business and
Management**

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Isomorphic Pressures





Many Schools Sleep Walking into Global Mimicry

Closed-Loop System



“External isomorphic pressures and internal path-dependent processes have created self-reinforcing feedback loops. Inputs from broader society – and the “paying public” – are shut out of this closed-loop system.

As several senior business academics have echoed, this is a self-centred, self-serving, self-feeding process, a form of academic narcissism that parallels the salons of Marie Antoinette.”

McKiernan, P. and Glick, W.H. (2017) Why care about impact?

Persistent Systemic Institutionalised Problems

- Physics envy creates path dependent 'science' in a social science – the rise of positivism – **enter #1 the problem of research quality**
- An obsession with 4 star journals with a focus of form over substance, rigorous & technically brilliant but practically challenged – **enter #2 the problem of relevance**
- Publication numbers and citation counts as primary measures of success privileging productivity - **enter path dependency through KPIs**
- Entrenched and inter-twined norms, practices and incentive structures at all levels of the business school research eco-system rewarding such productivity over quality & relevance – **hoping for relevance but rewarding productivity**
- B-school reputation based on faculty publications in these 4 star journals defined as 'prestigious or distinctive' based on self-referential criteria – **enter narcissism**
- Isomorphic pressure to conform – rankings and assessments - hard to change by any one group or any one school – **enter global mimicry**
- Within academia, rewards are clear and self-sustaining, but benefits to the public are not so clear – **enter social justice**

What to do?

Community for Responsible Research in Business & Management

Originally (2015)...

16 Senior Scholars – 8 Deans – 3 Supporting Institutions

5 Disciplines - 23 Universities – 10 countries

Collectively, they are...

- Intellectual leaders in their fields

- Lead journal editors

- Academy & association leaders

- Disciplinarily and regionally diversified

- And...they contributed to the problem that they are trying to repair!

Now, many more Scholars, Deans, Schools & Academies have signed up – could this network <http://rrbm.network/> incorporate other social sciences, engineers, arts and humanities and natural sciences?



Principles of Responsible Research



Doing Nothing: Is it irresponsible?

Falling behind in our educational mission

Simply producing too much research

(Why not apply what we already know?)

How much to produce a 4 star/A journal article?

\$400,000 (Terwiesch & Ulrich, 2014) in faculty time and research support

Slow to meet the challenges of technology, globalization and emerging markets

Legitimacy and survival of business schools at risk

Continued mimicry & the building of 'elites'

Too few public intellectuals

No grand challenges attempted

