

Responsible Research for Business and Management:

A Global and Cross-Disciplinary Movement

FRONTIERS IN SERVICE CONFERENCE

AUSTIN, TEXAS

SEPTEMBER 9, 2018

MARY JO BITNER

EDWARD M. CARSON CHAIR IN SERVICE MARKETING

CO-EXECUTIVE DIRECTOR, CENTER FOR SERVICES LEADERSHIP

W. P. CAREY SCHOOL OF BUSINESS

ARIZONA STATE UNIVERSITY




Catalyze discussion and action among service researchers and all our home disciplines around challenges and directions for research that will encourage and reward responsible research- that is research that is both useful and credible research.

Introduce and draw on an interdisciplinary movement that has produced a position paper “A Vision of Responsible Research in Business and Management: Striving for Credible and Useful Knowledge” – published by RRBM, www.rrbm.network

Vision 2030

Identify challenges and actions:

- The future for business school research
 - Constraints and challenges of the current research ecosystem
 - Actions that could move published research in business schools forward toward Vision 2030.
- 

“Life is Too Short”

..... To focus on research that has no potential for impact





Imagine a world where business or management research is used widely in practice by business and other non-business organizations to improve the lives of people in our societies. Read our Vision paper and join our effort to advance responsible research in business and management

RRBM Co-Founders and Co-Authors



Co-Founders of RRBM and Position Paper Co-Authors

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 supporters

Dan LeClair (AACSB), Matthew Wood (EFMD), Jonas Haertle (PRME), Claire
Preisser (ASPEN)

The Growing RRBM Community

28 founding members

85 co-signers of the position paper

- 30 deans and provosts
- 72 universities
- 21 countries

Over 850 individual endorsers

- 49 countries (44% USA)
- 40% full professor

51 institutional partners

6 pioneer schools



Participation in RRBM by service and marketing scholars

Co-Founders: Mary Jo Bitner and David Reibstein

Co-Signers: Michael Brady, George Day, Ray Fisk, Mark Houston, Eli Jones, Leigh McAlister, Chris Moorman, Rob Palmatier, Parsu Parasuraman, Linda Price, Valarie Zeithaml

Endorsers: Linda Alkire, Len Berry, Ruth Bolton, Rajesh Chandy, Jennifer Chandler, Xiucheng Fan, Tienjun Feng, Anders Gustafsson, Shelby Hunt, Ajay Kohli, Rich Lutz, Rogelio Oliva, Steve Rayburn, Ben Schneider, Per Skalen, Dave Stewart



Why has RRBM emerged NOW?




Divergent trends in B-School Context Globally


Profound impact on society through millions of b-school graduates

- More than 14,000 b-schools globally
- Rapid growth and rising faculty salaries

Yet, impact of research can be questioned, especially relative to cost

- Cost of typical A-journal article about \$400k
 - Primary measure of research impact is citation counts
- 

Challenges of the Current Academic Research Ecosystem

- Entrenched, inter-twined norms, practices and incentive structures at all levels of the business school research eco-system
 - Business School and departmental reputation based on faculty publications in journals defined as prestigious based on self-referential criteria
 - “A” journals across disciplines tend to reward novelty, theory, and methodological rigor/newness more than content or usefulness of the questions
 - Within academics, rewards are clear and self-sustaining, but benefits to public are not
- 

Responsible Research is...

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

The aim is to produce robust knowledge to prepare our students and managers to tackle the grand challenges of the 21st century.

Responsible research is responsible to...

- **Science**

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



- **Society**

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






RRBM Vision 2030

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

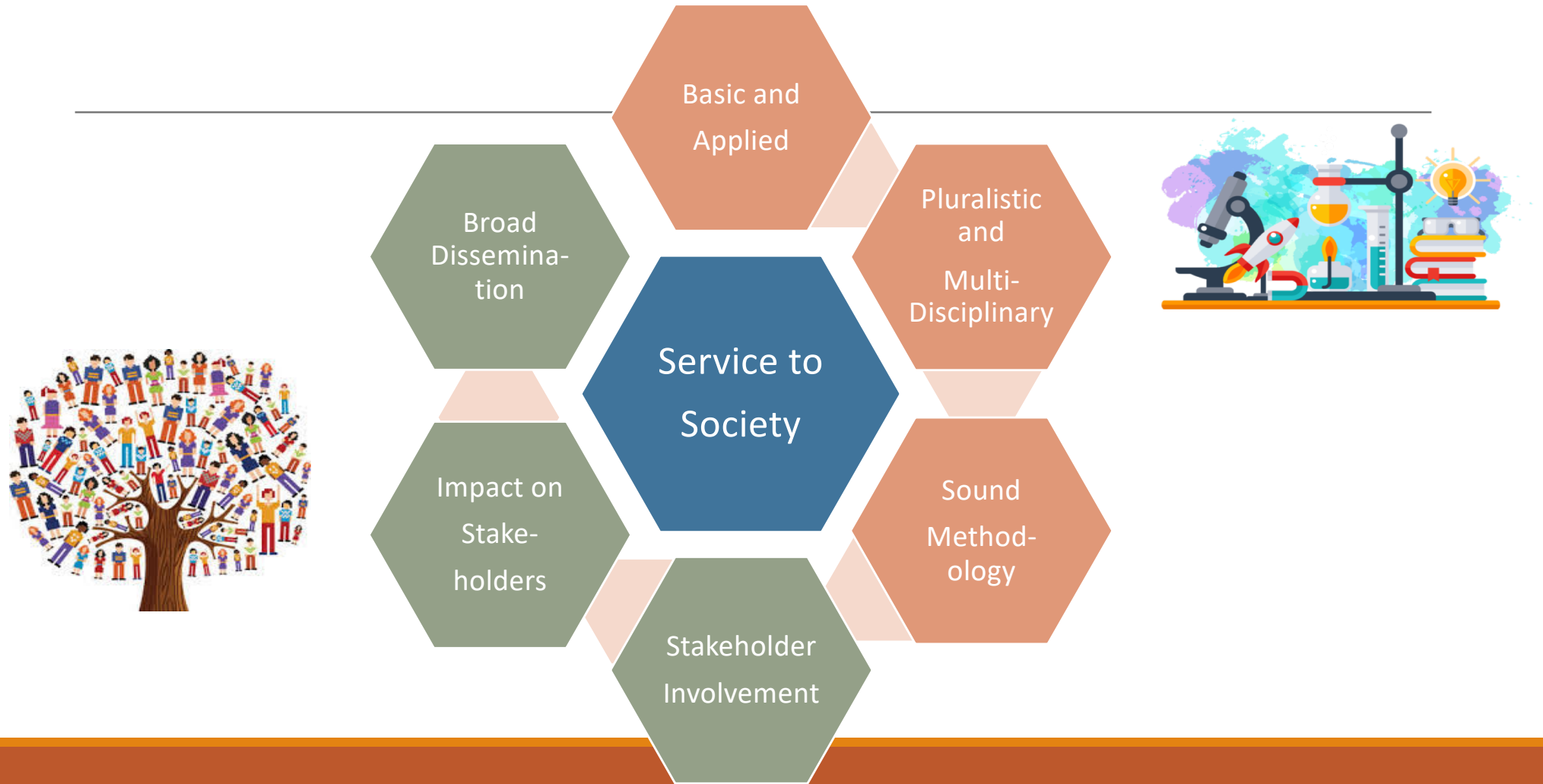
RRBM Guiding Principles

1. **Service to Society:** Business research aims to develop knowledge that benefits business and the broader society, locally and globally, for the ultimate purpose of creating a better world.
 2. **Stakeholder Involvement:** Business and management schools value the involvement of stakeholders who play critical roles at various stages of the scientific process, from selecting problems to study to creating impact on practice.
 3. **Impact on Stakeholders:** Business and management schools measure and reward research that has a positive impact on diverse stakeholders, especially recognizing the importance for business and society
 5. **Broad Dissemination:** Business and management schools value diverse forms of knowledge dissemination that collectively advance basic knowledge and practice.
- 

RRBM Guiding Principles (cont'd)

5. **Valuing Both Basic and Applied Contributions:** Business school deans, journal editors, and other stakeholders respect and recognize contributions in both theoretical and applied research.
 6. **Value of Plurality and Multidisciplinary Collaboration:** Business school deans, senior leadership, journal editors, funding agencies and accreditation agencies value diversity in research themes, methods, forms of scholarship, types of inquiry, and especially interdisciplinary collaborative research to reflect the plurality and complexity of societal problems.
 7. **Sound Methodology:** Business research implements sound scientific methods and processes.
- 

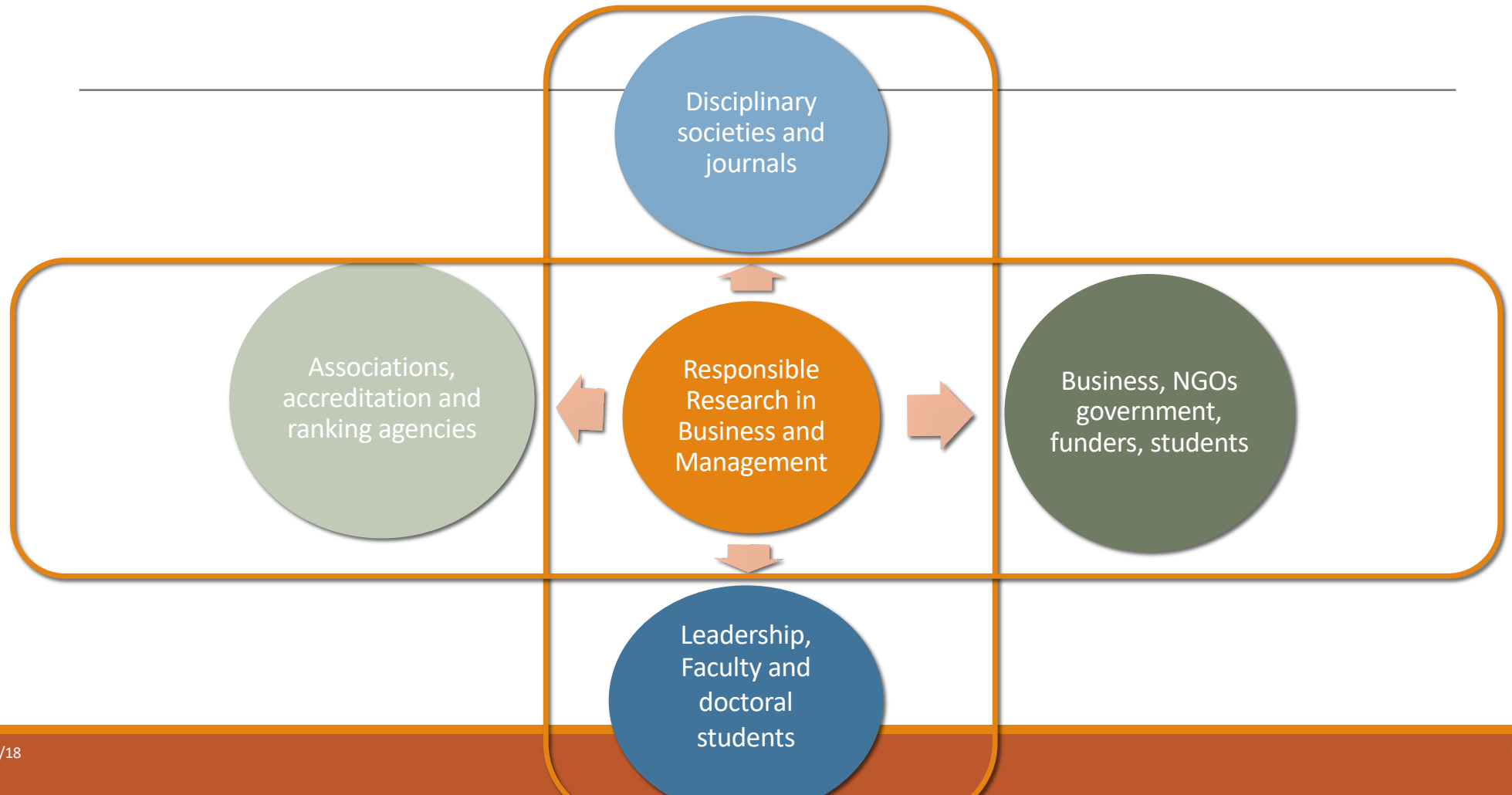
RRBM Guiding Principles



What Actions are Needed to Move Toward Vision 2030?



A Research Ecosystem with Coordinated Actors and Actions



Actors and Possible Actions Toward Vision 2030

1. Journal Editors and Publishers

- a. Publish research important to business and society...
- b. Emphasize research context, phenomena...
- c. Publish replications, negative findings, and non-significant findings

2. Scholarly Association Leaders

- a. Professional commitment...to a higher aim of service to society...
- b. Identify ...opportunities for research with impact...
- c. Promote applied and impactful research in their mission statements...
- d. Encourage inter-disciplinary research...

Actors and Possible Actions Toward Vision 2030 (cont'd)

3. *Scholars and Doctoral Students*

- a. Commit to pursue scholarship that contributes to ...
- b. Follow the principles of responsible science in their roles as authors, reviewers, editors, educators, and evaluation committee members...
- c. Doctoral student training ...

4. *University Leaders, Deans, Department Heads, Senior Scholars*

- a. Develop a vision on responsible research...
- b. Redesign promotion and tenure criteria....
- d. Revamp the PhD program....

Actors and Possible Actions Toward Vision 2030 (cont'd)

5. *Business School Associations and Accreditation Agencies*

- a. Include societal impact of research in assessment standards...
- d. Share best practices...

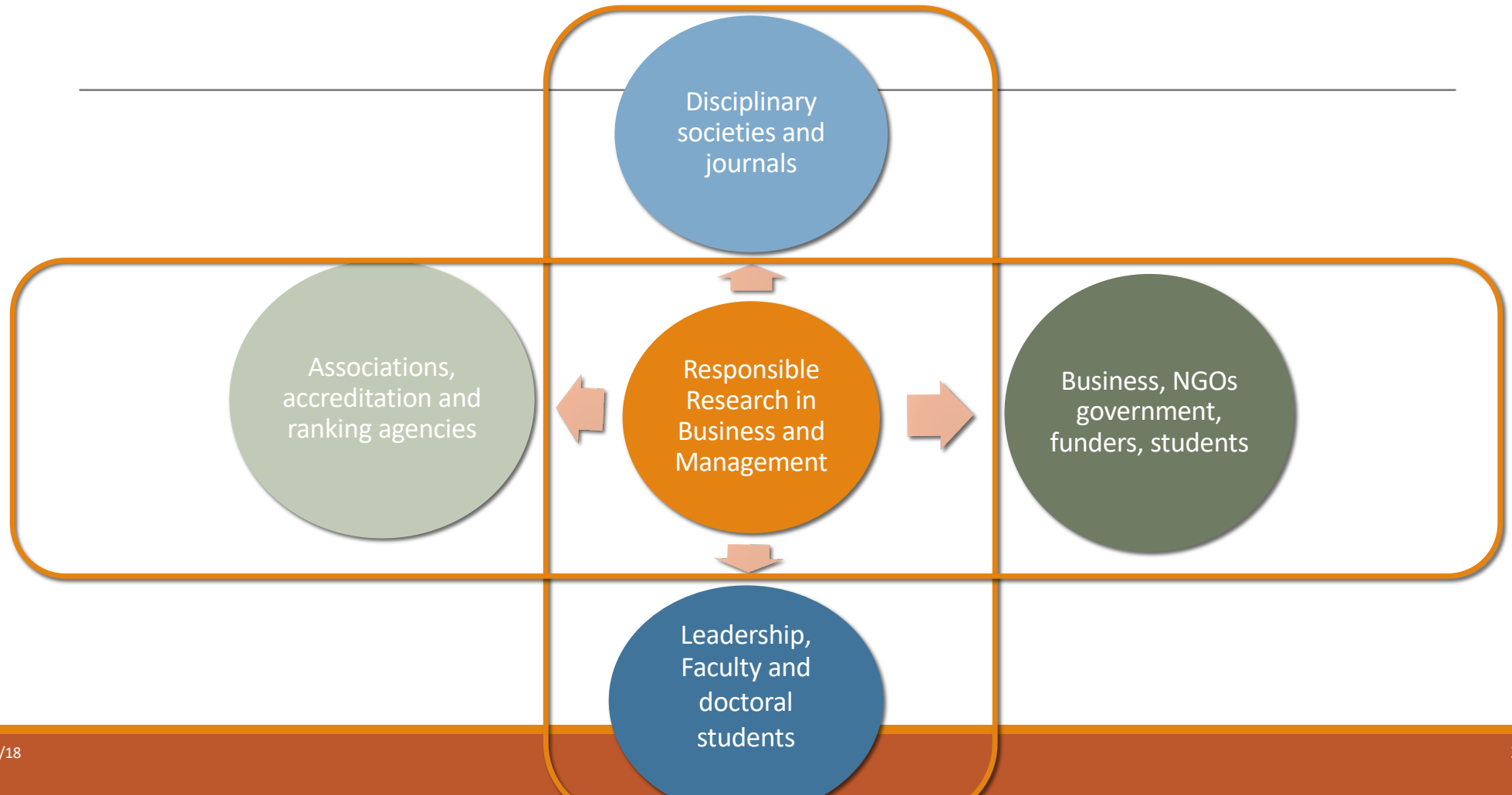
6. *Funding Agencies and Government*

- a. Broaden the criteria to include social impact for funding decisions ...
- b. Expand the criteria for assessing research accomplishment...
- c. Funding agencies provide grants on studying grand challenges....

7. *Business, alumni, NGO, students, society*



A Research Ecosystem with Coordinated Actors and Actions



Examples of progress in Marketing and Service

Journal of Marketing Call for Papers on “Better Marketing for a Better World,” July 2018

Sheth Foundation is an RRBM partner

Many marketing and services scholars have endorsed the position paper

Other examples?

What more can we do in our disciplines?



The “Do Nothing” option

Falling behind on the educational mission

- Fail to prepare students for the changing business landscape.

Failing to help businesses to meet the challenges of technology, globalization and emerging markets

- New industries, new organizational forms, new work arrangements, inequality, un- and under-employment, sustainability

Legitimacy and survival of business schools at risk

- Global competition (140K business schools), declining enrollment, increasing cost, MOOCs, corporate universities, talent exit, unclear return on research investment (\$400K to produce an A-journal)

Add Your Voice

Endorse the position paper www.rrbm.network

Advocate for associations, schools and other organizations to become RRBM partners

Join the RRBM community

→ Read and 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



Responsible Research for Business and Management:

A Global and Cross-Disciplinary Movement

QUESTIONS?

MARY JO BITNER

EDWARD M. CARSON CHAIR IN SERVICE MARKETING

CO-EXECUTIVE DIRECTOR, CENTER FOR SERVICES LEADERSHIP

W. P. CAREY SCHOOL OF BUSINESS

ARIZONA STATE UNIVERSITY

