

Research trends in the *Academy of Management* publications

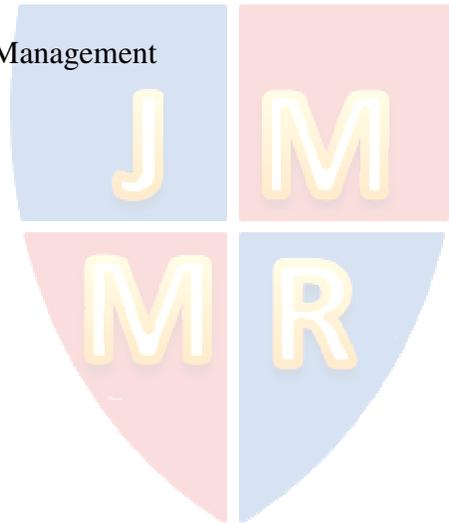
Jeffrey A. Miles
University of the Pacific

Stefanie E. Naumann
University of the Pacific

Abstract

Major research areas from 1958 to 2009 were examined in the four journals of the *Academy of Management* indexed by the online database Business Source Complete (through EBSCO). Research topic areas are identified that (1) have received the most scholarly attention over the years, (2) have fallen out of favor, and (3) have re-emerged after falling out of favor. Possible explanations are discussed for why certain management research topics gain or lose popularity over time and identified directions for future research.

Keywords: Research trends, Management



INTRODUCTION

The field of management involves a diverse range of topics. Familiarity with and knowledge of the popular topics in management is important for both scholars and practitioners (Spurlock, Cox, Lewis, and Lueck, 2008). Abrahamson (1996) argued that management scholars should not only study the trends of management technique popularity, but should also be involved in actively helping to shape those trends. An analysis of the topics published in management research is important in order to identify short- and long-term trends, assist practicing managers, and build overall knowledge of the field of management.

The purpose of the present study is to conduct a long-range examination of the popularity of over fifty years of management research topics. The evolution of the management literature will be examined by identifying research trends in the four scholarly *Academy of Management* publications to gauge the management topic areas that (1) have received the most scholarly attention over the years, (2) have fallen out of favor and have become historic management topics, and (3) have fallen out of favor, but have re-emerged, and have become resurgent management topics.

Management Topic Trends

The popularity of specific management topics is not a constant. Instead, managers and management scholars can gain or lose interest in management topics over time (Abrahamson, 1996). Throughout the last sixty years, the popularity of individual management topics has ebbed and flowed. This phenomenon suggests that the popularity of management topics follows a life cycle (Gibson and Tesone, 2001).

A line of research that has examined the generic lifecycle of management techniques has been in the area of management fads and management fashions (e.g., Abrahamson, 1996; Eccles and Nohria, 1992; Gill and Whittle, 1993; Huczynski, 1993; Kieser, 1997; Newell, Swan, and Robertson, 1998; Rovik, 1996). Abrahamson (1996) defined a management fashion as “a relatively transitory collective belief, disseminated by management fashion setters, that a management technique leads rational management progress” (p. 257). A management fad is generally thought of as a short, temporary craze or intense interest in something novel (Abrahamson, 1996; Cole, 1999; Gibson and Tesone, 2001). A fad is normally a new idea that is developed in a vague and previously undefined area, and new users tend to be very enthusiastic about its expected benefits (Dale, Elkjaer, van der Wiele, and Williams, 2001). In general, research in this area has concluded that management technique fads and fashions are temporary phases of popularity in which a technique is used for a certain period of time, and then the technique falls out of favor.

Abrahamson (1991) offered four competing explanations for how interest in management techniques fades over time. For certain practitioner-oriented topic areas, it may be that the decline over time is a result of the practices no longer being of use to organizations. For instance, an “efficient choice” perspective suggests that certain management practices diffuse when they are perceived as benefiting organizations adopting them and then disappear when they do not (Abrahamson, 1991). The second perspective, “forced selection,” proposes that powerful institutions control which administrative technologies will be adopted (Abrahamson, 1991). For example, throughout the second world war, government war-labor boards forced the dissemination of human resources practices (Abrahamson, 1991). A third explanation is that

“fashion setters” such as business schools, consultants, and business mass media influence popular management trends because they are able to inspire organizations to trust their choices and to imitate them (Abrahamson, 1991). It is thought that over time boredom may replace fashion setters’ power to create innovation (Abrahamson, 1991). The final explanation offered by Abrahamson (1991) is the “fad” perspective that organizations embrace management trends adopted by peer organizations in order to appear legitimate by conforming to norms (e.g., Meyer and Rowan, 1977). In the present study the research on management fashions and fads is extended from the area of management techniques to that of research topics. The study takes the view that a management topic is in fashion if it is popular and research is being conducted about it, and that a management topic is unfashionable when it is no longer popular and research is no longer being published that uses that management topic.

Historic Management Topics

Management fads and fashions, like other trends, can be cyclical in nature. Most of the research on the popularity of management topics has argued that the popularity of management concepts, topics, and techniques has an established life cycle (Spell, 2001). They can start out quietly, attract a great deal of attention, conversation, and discussion, and can gain widespread acceptance and usage, and then they can fade away into obscurity (Carson, Lanier, Carson, and Guidry, 2000; Gibson and Tesone, 2001).

Abrahamson (1996) described management fashions as often following a bell-shaped swing in popularity. He argued that popular management techniques can fall out of favor in many ways, such as when a government regulator mandates usage of a management technique then later withdraws requirements for that technique. The majority of research in this area has followed and supported this “popularity wave” approach (Abrahamson, 1991; Abrahamson and Fairchild, 1999). The popularity of management concepts and topics has been found to decline over time (Carson, Lanier, Carson, and Guidry, 2000). More simply stated, the popularity of management concepts and topics tends to “wear out through use.” A management topic may be in fashion one day, then fall into disrepute the next (e.g., Benders and van Veen, 2001; Newell, Robertson, and Swan, 2001).

Following this line of thinking, it is hypothesized that a review of the management literature will find that some management topics will emerge, then will die out completely, and no further use of specific research subject terms for these topics will be found.

Hypothesis 1: Some management topics are historic in that they emerged then died out over time.

Classic Management Topics

The majority of research on management fads and fashions has shown that many management topics ride a wave of popularity, then die out (Abrahamson and Fairchild, 1999). However, some management topics become so popular and useful that they do not die out. Instead, they become mainstays of the management repertoire (Gibson and Tesone, 2001). Management concepts can become institutionalized and ingrained in organizations, and thus become less temporary and more permanent in popularity and use (Scott, 1995; Abrahamson and Fairchild, 1999). Organizations can change and adopt a fad/fashion so much so that they change their routines, standard operating procedures, infrastructure support systems, and fully integrate a

management concept into their very organizational being (Dale, Elkjaer, van der Wiele, and Williams, 2001). Following this logic, it is hypothesized that the analysis will find that some management topics have become institutionalized and relatively permanently popular topics in management.

Hypothesis 2: Some management topics are classic and have become institutionalized over time.

Resurgent Management Topics

Researchers have found that certain management topics emerge, thrive, then die out (Gibson and Tesone, 2001). However, after periods of retrospection, these “dead” management topics have been rediscovered, reinvented, and/or sometimes repackaged, which has led to their rebirth (Ogbonna and Harris, 2002). An example of this process was examined by Webster, who found that old concepts can be rediscovered (Webster, 1988) and reinvented (Webster, 1994).

For instance, a number of management topics were shown in the 1980s and 1990s to experience a rebirth and re-examination (Ogbonna and Harris, 2002), such as the following: activity-based accounting, business process re-engineering, environmental management, lean manufacturing, organizational culture, strategic alliances and networks, and total quality management (e.g., Abrahamson and Fairchild, 1999; Robertson, 1995; and Staw and Epstein, 2000).

Following this line of reasoning, it is hypothesized that some management topics will emerge, die out for at least a decade, then will re-emerge as topics of research.

Hypothesis 3: Some management topics are resurgent in that they emerged, died out, and then re-emerged over time.

METHODS

A number of methods have been used to empirically assess the popular topic areas in a discipline. These techniques have included citation analysis (e.g., Nerur, Rasheed, and Natarajan, 2008), content analysis (e.g., Furrer, Thomas, and Goussevskaia 2008), appraising the research productivity of well-known researchers in the field (e.g., Pardeck, 2002), assessing the influence of competition on scholarly productivity in management (e.g., Certo, Sirmon, and Brymer, in press) and online database searches that assess the number of “hits” of a given topic area (Piotrowski and Armstrong, 2005). In the current study, the keywords of the cumulative research output in the *Academy* publications are examined as indexed by a leading online business research database.

Studies of management fashion (e.g., Abrahamson and Fairchild, 1999; Scarbrough and Swan, 2001; Scarbrough, Robertson, and Swan, 2005) have used a macro, quantitative analysis that tracked the number of articles on specific management topics in various databases. In keeping with their method that follows a content analysis approach (e.g., Krippendorff, 2004), the contents of all issues in the database Business Source Complete (through EBSCO) of the four *Academy of Management* publications were analyzed from inception to date. EBSCO is a leading resource for worldwide business schools’ scholarly searches.

All issues of the *Academy of Management Journal* (AMJ) were analyzed from inception (1958) through 2009. All issues of the *Academy of Management Review* (AMR) were analyzed from inception (1976) through 2009. All issues of the *Academy of Management Executive* were

analyzed from inception (1987) through 2005. In 2006, the journal name changed from AME to *Academy of Management Perspectives* (AMP). All issues of AMP were analyzed from 2006 through 2009. For the analysis, all issues of AME and AMP will be referred to as being published in AMP from 1987 through 2009. All issues of the *Academy of Management Learning and Education* (AMLE) were analyzed from inception (2002) through 2009.

The contents of all issues from all four publications were analyzed, but only items labeled as “articles” from each issue were included in the study. The contents from other items, labeled “book reviews,” “speeches,” “editorials,” etc., were not included, consistent with other surveys of a discipline (Adcroft and Willis, 2008), because they are not considered research publications with a clearly defined methodology. Information obtained from each article was the following: (1) all keywords from the article, (2) name of the journal in which the article was published, and (3) date of article publication.

The information collected was placed into a Microsoft Excel spreadsheet for analysis, resulting in a spreadsheet of more than 60,000 keywords. To ensure accuracy, the Excel program was used to perform all counting, sorting, and ranking functions of the keywords. Many ways exist to categorize reviews of literature for content analysis (Spurlock et al., 2008). For analysis and discussion of keyword trends for the current study, the keywords were sorted and placed into three main categories corresponding to the three hypotheses: historic, classic, and resurgent. A definition and description of each keyword category follows:

Historic Keywords

Keywords in this category include those that appeared in the past, but then died out, never to return to an *Academy* publication. These keywords are referred to as “historic” as they represent the past of *Academy* research topic areas.

Classic Keywords

Keywords in this category include those that have stood the test of time and remain popular topic areas. These keywords are referred to as “classic” as they represent mainstay, engrained, institutionalized research topic areas in the field of management.

Resurgent Keywords

Keywords in this category are those that appeared in at least one of the *Academy* publications, then did not appear for at least a decade or more, but then re-emerged. These keywords are referred to as “resurgent” as they have re-emerged from the ashes to become useful research topics in the field of management.

RESULTS

Tables 1 through 5 present the management research trends in each of the four scholarly *Academy of Management* publications. Table 1 (Appendix) shows the top article keywords from all four *Academy* publications. Table 2 exhibits the top article keywords from all issues of the *Academy of Management Journal* (AMJ; 1958 – 2009). Tables 2a through 2e show the top AMJ

article keywords from the following time periods (respectively): 1958 – 1969, 1970 – 1979, 1980 – 1989, 1990 – 1999, and 2000 – 2009.

Table 3 displays the top article keywords from all issues of the *Academy of Management Review* (AMR; 1976 – 2009). Tables 3a through 3d show the top AMR article keywords from the following time periods (respectively): 1976 – 1979, 1980 – 1989, 1990 – 1999, and 2000 – 2009. Table 4 reveals the top article keywords from all issues of the *Academy of Management Perspectives* (AMP; formerly known as the *Academy of Management Executive*; 1987 – 2009). Tables 4a through 4c show the top AMP article keywords from the following time periods (respectively): 1987– 1989, 1990 – 1999, and 2000 – 2009. Table 5 presents the top article keywords from all issues of the *Academy of Management Learning and Education* (AMLE; 2002 – 2009).

Historic Keywords

Hypothesis 1, which stated that some management topics are historic in that they emerged then died out over time, was supported. For example, the following keyword topic areas were found to have fallen out of favor over time: executives, job satisfaction, employee motivation, and leadership.

It may be that some keywords appeared in *Academy* journals in response to a particular external event, change, or movement. For instance, the human relations movement stimulated research on job satisfaction (Judge, Thoresen, Bono, and Patton, 2001). The surge in interest from this movement may be explained, in part, by Abrahamson's (1991) "forced choice" perspective that powerful institutions (in this case the human relations movement) shape the diffusion of innovations. Similarly, AIDS became a popular research keyword in AMJ and AME in the early 1990s after receiving considerable popular attention in the workplace. In addition, the scholarly area of "student movements" was represented in the late 1960s in AMJ after students began protesting and rioting on college campuses.

A similar trend was detected in the use of statistical keywords. For instance, "analysis of variance" first emerged as a keyword in AMJ in 1971 and was well-represented as a keyword in each decade since then before declining as a keyword in the 2000s. The decline of this technique's popularity may be explained, in part, by Abrahamson's (1991) "efficient choice" perspective: As the number of available rigorous statistical techniques increases, researchers have a greater pool from which to choose the one that best fits their needs.

It is interesting to note that although some topic areas have lost favor with researchers, many of these remain an integral part of management textbooks and classroom discussions: social facilitation (popular subject area in the 1970s), self-actualization (a top keyword in AMJ and AMR in the 1970s and early 1980s), Type A behavior (a top keyword in AMJ in 1982 and 1990), and Machiavellianism (late 1960s to 1970s), and quality circles (1980s – 1990s). The rise of the quality circle trend is an example of management fashion (Abrahamson, 1996) and fads (Abrahamson and Fairchild, 1999). Management conferences and popular press management articles during the 1980s promoted the belief that quality circles were at the forefront of management innovation (Abrahamson, 1996). The decline of quality circles as a research topic area may be explained, in part, by Abrahamson's "forced choice" perspective, which suggests that powerful institutions shape the diffusion of management techniques. In the early 1990s, the National Labor Relations Board made several rulings that various quality circle programs were unlawful due to hidden employer agendas and companies using quality circles to bypass union

negotiations (Noble, 1993). This might help to explain the decline of quality circle research following these rulings (Cole, 1999).

It also should be noted that some keywords continue to be used even though they are regarded as obsolete. For example, the keyword “personnel management” still appears frequently as a keyword used to index management articles (it ranks 9th in Table 1). Given that the field now has replaced this term with “human resource management,” it is surprising that obsolete terms continue to be used as keywords.

Classic Keywords

Hypothesis 2, which stated that some management topics are classic and have become institutionalized over time, was supported. Many of the keywords that have stood the test of time include major topic areas in the field of management that would generally be found in a management textbook. For example, the topic area of “management by objectives” first appeared as a keyword in 1964 and has remained a popular topic in almost every year of the analysis since then. “Organizational socialization” first appeared as a keyword in 1963. The topics of “organizational structure” and “decision making” also appear to have stood the test of time in terms of scholarly interest. The keyword phrase “social networks” first appeared in AMJ in 1967 and remains a popular topic area today. “Accreditation” has been a popular topic area in AMLE since 2006 once learning assessment became mandated for all accredited business schools. “Diversity” has greatly increased as a popular research topic area each decade since its first appearance in AMJ in 1964, the year of the passage of the Civil Rights Act. The explanation for this trends fits with Abrahamson’s (1991) forced choice perspective described earlier involving the role of powerful institutions in shaping the diffusion of management techniques.

Our results also pointed to keywords that originated in a particular decade and continue to be significant research areas in the present time. The following are examples of keywords that first emerged during the 1970s and remain significant research areas today: contingency theory, human capital, women executives, work values, trust, absenteeism, sex differences, role conflict, and quality control. The following are examples of keywords that first emerged during the 1980s and remain significant research areas today: work and family, stress, organizational justice, mentoring, business failures, and agency theory. The following keywords first emerged during the 1990s and remain significant research areas today: going public, reengineering, sensemaking theory, virtual offices/teams, risk aversion, identity, and multiculturalism. The following keywords first emerged during the early to mid-2000s and remain significant research areas today: service learning, real options (finance), positive psychology, optimism, and action research.

As with the historic keyword analysis, the classic keyword analysis also uncovered trends in the use of statistical keywords. For instance, articles referring to “meta-analysis” as a keyword were published in AMR beginning in 1983 and have appeared in almost every year in at least one *Academy* journal since then. It should be noted that some broad, general keywords appeared in every decade of the analysis: “management,” “research,” “management science,” “organizational behavior,” “organizational sociology,” “industrial management,” and “management research.” Although these general keywords are likely too broad to be helpful to management researchers, non-management researchers should be aware of them as they narrow down their searches of the management literature.

Resurgent Keywords

Hypothesis 3, which stated that some management topics have been resurgent in that they emerged, died out, and then re-emerged over time, was supported. This analysis identified keywords that appeared popular in at least one of the *Academy* publications, then did not appear for at least a decade or more, but then re-emerged, such as the following examples: 360-degree feedback and brainstorming (both terms first appeared in AMR in 1978, later disappeared, then reappeared consistently in the 2000s in several *Academy* journals), codes of ethics (first appeared in AMJ in 1973, later disappeared, then reappeared consistently in the 2000s in several *Academy* journals), work sharing (first appeared in AMJ in 1975, later disappeared, then reappeared in the 1990s), social entrepreneurship (first appeared in AMJ in 1969, later disappeared, then reappeared in the 2000s). It is interesting to note that although social entrepreneurship is sometimes regarded as a new topic area in management, the term has been around in *Academy of Management* publications since the 1960s.

Assessment was a popular topic area in 1963, disappeared as a keyword for 12 years before reappearing in the 1970s and early 1980s and has reemerged as a popular topic area in AMLE in the 2000s. The recent resurgence in interest in assessment may be accounted for by accrediting bodies' new guidelines in the area of learning assessment (Martell and Calderon, 2005). The popular press has also recently reported on the federal government's increased pressure on state universities to prove that proper assessment practices are demonstrated in order to avoid top-down requirements and a loss of funding (Lederman, 2010). This explanation corresponds with Abrahamson's "forced choice" perspective of how institutions can shape which management techniques take hold.

Another resurgent trend the analysis uncovered involved the use of "green" keywords in the *Academy* journals relating to the environment, such as sustainability environmental awareness, etc. The keyword phrase "environmental aspects" first appeared in AMJ in 1975 then saw a significant resurgence in the 1990s that continued into the next decade. The keyword terms "green" and "sustainable development" appeared first in AMR in 1995 and have consistently appeared in several of the *Academy* journals since then. The interest in "green" keywords appears to correspond with companies' growing concern over maintaining a positive environmental image with customers. A recent survey found that seventy-nine percent of U.S. consumers consider a company's environment practices in deciding whether to recommend products and services to others (Makower, 2009).

As with the historic and classic keyword analyses, a resurgent trend was also uncovered in the use of certain statistical keywords. For example, the topic area "qualitative research" first appeared in AMJ in 1966 and seems to have exhibited a resurgence in the 2000s. This resurgence reflects a renewed interest in qualitative research, particularly in AMJ where editors have recently described efforts over the past decade to increase the number of qualitative research submissions (Pratt, 2009). This trend appears to fit with Abrahamson's (1991) earlier noted description of "fashion setters" shaping the diffusion of management techniques. Qualitative research is increasingly being viewed as making a high impact, reflected in numerous best paper awards in AMJ and in being overrepresented in a study describing the most interesting management-related articles published in the past 100 years (Bartunek, Rynes, and Ireland, 2006).

DISCUSSION

The analysis of over fifty years of research articles from the four *Academy of Management* publications has helped identify the key research directions in the discipline over time. The findings of the current study demonstrate that whereas some management topics have stood the test of time, other topics emerge, remain popular for a time, and then are ignored by scholars and, potentially, practitioners. The analysis extended the research on management fashions and fads from the area of management techniques to that of research topics. Many of the trends the study uncovered appeared to fit well with Abrahamson's (1991) explanations for the diffusion of administrative technologies. It is not clear whether other explanations might also explain the trend of declining interest in various topic areas over time. For example, topic areas may become less popular over time as a result of new empirical research findings, lack of interest, or an impasse in the evolution of a construct.

It is also interesting to mention that the analysis did not uncover particular major keywords unique to each *Academy* journal with the exception of *AMLE*, introduced in 2002, whose topic areas did, in fact, appear to be distinct from those appearing in the other three *Academy* publications. Beatty and Leigh (in press) found that the articles published in *AMLE* were distinct in foci compared to other management education journals, namely *Journal of Management Education* and *Management Learning*. The results of the present study indicate the topic areas published in *AMLE* are also distinct from those published in the other three *Academy of Management* publications. Some of the notable topic areas that appear largely unique to *AMLE* include the following: education, teaching, learning, curricular, students, and teachers.

Our study has implications for scholars. Building an understanding of the nature of the topics appearing in these journals can help direct scholars' searches for research bolstering their ideas. In addition, fostering a knowledge of these key areas should help scholars in tailoring their manuscripts for submission to a particular journal (Beatty and Leigh, in press). Assessing the key areas in a discipline is useful for drawing attention to both its robust topics and its subjects that would benefit from more progress: "Knowledge of the state of the field is a prerequisite for development of management research, for understanding our own disciplinary problems, and for making cross-disciplinary connections to other fields" (Beatty and Leigh, in press, p. 26).

The current study makes a unique contribution to the literature examining historical trends in the management discipline. The authors are not aware of any prior empirical research that has used the method in this study to identify areas that have received scholarly attention over the fifty-year time period. Whereas other recent research has uncovered a snapshot of recent management trends (e.g., Adcroft and Willis, 2008), the present study involving time based comparisons allowed for the discussion of how contributions of knowledge have changed over time. In addition, the study involved an empirical approach to identifying trends in the management literature, avoiding the potential biases of traditional narrative reviews (Novicevic, Harvey, Buckley, and Adams, 2008). Future research should examine the evolution of the management field with both qualitative and quantitative methodologies. Both are worthwhile to gauge the key research areas in a discipline.

Our study has other implications for future research. First, researchers should regularly evaluate management topic area trends and consider why some areas flourish while others are disregarded. Recent research has found that such endeavors are uncommon. For instance, Adcroft and Willis (2008) found that only one top-tiered article in every forty reflects on the

discipline of strategic management. Second, keywords are the primary means through which scholars search for journal articles in a given topic area. Researchers should be mindful of which keywords they provide when their articles are published so that subsequent researchers can obtain accurate searches of their articles. There appears to be no standardization or consistency in how keywords are selected to represent research articles. Third, future research should examine the impact of additional variables on research topic area trends, such as which institutions and which researchers are most represented in which journals. This information would be useful to prospective Ph.D. students who could find out which schools have faculty conducting research in the areas of their own interest. In addition, management researchers could use the information to determine which journals tend to publish which topic areas, and which areas have never been published in a particular journal. This information would be helpful for researchers when deciding where to submit their manuscripts for publication.

Future research should also examine why some keywords appear in the literature and then are resurrected decades later whereas other keywords disappear without future research effort being devoted to them. Researchers in the marketing literature (e.g., Helgeson, Kluge, Mager, and Taylor, 1984) have noted that researchers tend to prefer examining original ideas rather than publish replications or extensions of previous research. Further, it has been suggested that, “the probability of getting an article published is at times inverse to the number of articles published on a topic” (Helgeson, et al., 1984; p. 454). Future researchers in management should examine if this is also the case for topics in management.

LIMITATIONS

Our study has several limitations. First, the study focused on one online database, EBSCO. Whereas EBSCO is a leading comprehensive database, it is possible that an analysis of other databases that index management articles might uncover different findings. Second, the study examined only four management journals. Although analysis in the current study examined all issues of the four *Academy* publications from 1958 through 2009, the current results may not be representative of the trends or keywords used across all management publications. However, the journals assessed in this study are widely recognized as being among the top ranked publications in the management field and the most significant theoretical contributions are thought to come from the top tier of journals in a field (Adcroft and Willis, 2008).

Third, in recent years, authors of *Academy* publications have been required to provide keywords as part of the submission and/or publication process. Keyword searches of the earlier time periods may be affected by the fact that keywords were not provided by authors themselves. However, the keywords used in all of the articles examined are not likely to be changed or updated due to the enormity of trying to edit 60,000 keywords. As such, the current study accurately reflects what was published in the four *Academy* publications across a fifty plus year period.

CONCLUSION

In summary, this study has uncovered the main research directions in the management field as a whole over time. Abrahamson’s (1991) management fashion perspective was extended from the diffusion of management techniques to the diffusion of management research areas to

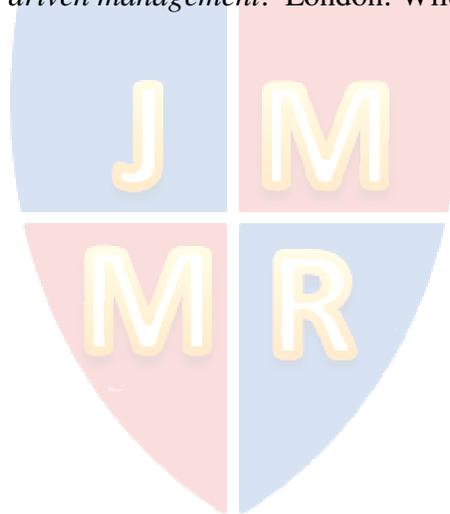
help explain many of the trends uncovered. Monitoring, analyzing, and reporting research trends in management is critically important for those who want to understand where the field of management has been, and who want to help contribute to management research in the future. Toward this end, it is hoped that the analysis is useful to both academics and practitioners interested in examining the evolution of topics in the management discipline.

REFERENCES

- Abrahamson, E. (1991), "Managerial fads and fashions: The diffusion and rejection of innovations." *Academy of Management Review*, 16(3), 586-612.
- Abrahamson, E. (1996), "Management fashion." *Academy of Management Review*, 21(1), 254-285.
- Abrahamson, E., and Fairchild, G. (1999), "Management fashion: Lifecycles, triggers, and collective learning processes." *Administrative Science Quarterly*, 44, 708-740.
- Abrahamson, E., and Fairchild, G. (1999), "Management fashion: Lifecycles, triggers, and collective learning processes." *Administrative Science Quarterly*, 44, 708-740.
- Adcroft, A., and Willis, R. (2008), "A snapshot of strategy research 2002 – 2006." *Journal of Management History*, 14, 313-333.
- Bartunek, J., Rynes, S., and Ireland, R. D. (2006), "What makes management research interesting, and why does it matter?" *Academy of Management Journal*, 49, 9–15.
- Beatty, J. E., and Leigh, J. S. A. (in press), "Taking stock of management education: A comparison of three management education journals." *Journal of Management Education*.
- Benders, J., and van Veen, K. (2001), "What's in a fashion? Interpretative viability and management fashions." *Organization*, 8(1), 33-53.
- Carson, P. P., Lanier, P. A., Carson, K. D., and Guidry, B. N. (2000), "Clearing a path through the management fashion jungle: Some preliminary trailblazing." *Academy of Management Journal*, 43(6), 1143-1158.
- Certo, S. T., Sirmon, D. G., and Brymer, R. (in press), "Competition and scholarly productivity in management: Investigating changes in scholarship from 1988 to 2008." *Academy of Management Learning and Education*.
- Cole, R. E. (1999), *Managing quality fads: How America learned to play the quality game*. Oxford University Press, New York.
- Dale, B. G., Elkjaer, M. B. F., van der Wiele, A., and Williams, A. R. T. (2001), "Fad, fashion, and fit: An examination of quality circles, business process re-engineering and statistical process control." *International Journal of Production Economics*, 73, 137-152.
- Eccles, R. G., and Nohria, N. (1992), *Beyond the hype: Rediscovering the essence of management*. Boston, MA: Harvard Business School Press.
- Furrer, O., Thomas, H., and Goussevskaia, A. (2008), "The structure and evolution of the strategic management field: A content analysis of 26 years of strategic management research." *International Journal of Management Reviews*, 10, 1-23.
- Furrer, O., Thomas, H., and Goussevskaia, A. (2008), "The structure and evolution of the strategic management field: A content analysis of 26 years of strategic management research." *International Journal of Management Reviews*, 10(1), 1-23.
- Gibson, J. W., and Tesone, D. V. (2001), "Management fads: Emergence, evolution, and implications for managers." *Academy of Management Executive*, 15(4), 122-133.

- Gill, J., and Whittle, S. (1993), "Management by panacea: Accounting for transience." *Journal of Management Studies*, 30(2), 281-295.
- Helgeson, J. G., Kluge, E. A., Mager, J., and Taylor, C. (1984), "Trends in consumer behavior literature: A content analysis." *Journal of Consumer Research*, 10, 449-454.
- Helgeson, J. G., Kluge, E. A., Mager, J., and Taylor, C. (1984), "Trends in consumer behavior literature: A content analysis." *Journal of Consumer Research*, 10, 449-454.
- Huczynski, A. (1993), *Management gurus: What makes them and how to become one*. London: Routledge.
- Kieser, A. (1997), "Rhetoric and myth in management fashion." *Organization*, 4(1): 49-74.
- Judge, T. A., Thoresen, C. J., Bono, J. E., and Patton, G. K. (2001), "The job satisfaction-job performance relationship: A qualitative and quantitative review." *Psychological Bulletin*, 127(3), 376-407.
- Kieser, A. (1997), "Rhetoric and myth in management fashion." *Organization*, 4(1): 49-74.
- Krippendorff, K. (2004), *Content analysis: An introduction to its methodology*. 2nd ed. Thousand Oaks, CA: Sage.
- Lederman (4-13-2010), "No let-up from Washington." Inside HigherEd.
- Makower, J. (2009), *Strategies for the green economy: Opportunities and challenges in the new world of business*. New York: McGraw-Hill Publishers.
- Martell, K., and Calderon, T. (2005), *Assessment of student learning in business schools: Best practices each step of the way*. Tallahassee, FL: Association for Institutional Research.
- Meyer, J. W., and Rowan, B. (1977), "Institutionalized organizations: Formal structure as myth and ceremony." *American Journal of Sociology*, 83, 340-363.
- Nerur, S., Rasheed, A., and Natarajan, V. (2008), "The intellectual structure of the strategic management field: an author co-citation analysis." *Strategic Management Journal*, 29(3), 319-336. Retrieved from Business Source Complete database.
- Newell, S., Robertson, M., and Swan, J. (2001), "Management fads and fashions." *Organization*, 8(1), 5 – 15.
- Newell, S., Swan, J., and Robertson, M. (1998), "A cross-national comparison of adoption of business process reengineering: Fashion-setting networks?" *Journal of Strategic Information Systems*, 7, 299-317.
- Noble, B. P. (6-8-1993), "Worker-participation programs are found illegal." *New York Times*.
- Novicevic, M. M., Harvey, M. G., Buckley, M. R., and Adams, G. L. (2008), "Historicism in narrative reviews of strategic management research." *Journal of Management History*, 14, 334-347.
- Ogbonna E., and Harris, L. C. (2002), "The performance implications of management fads and fashions: An empirical study." *Journal of Strategic Marketing*, 10, 47-68.
- Pardeck, J. (2002), "Scholarly productivity of editors of social work and psychology journals." *Psychological Reports*, 90, 1051-1054.
- Piotrowski, C., and Armstrong, T. (2005), "Major research areas in organization development: An analysis of ABI/INFORM." *Organization Development Journal*, 23(4), 86-91.
- Pratt, M. (2009), For the lack of a boilerplate: Tips on writing up (and reviewing) qualitative research. *Academy of Management Journal*, 52, 856-862.
- Robertson, T. S. (1995), Corporate graffiti. *Business Strategy Review*, 6(1), 27-44.
- Rovik, K. A. (1996), "Deinstitutionalization and the logic of fashion" in B. Czarniawska and G. Sevón (eds.), *Translating organizational change*, pp. 139-172. Berlin/New York: de Gruyter.

- Scarbrough, H., Robertson, M., and Swan, J. (2005), "Professional media and management fashion: The case of knowledge management." *Scandinavian Journal of Management*, 21, 197-208.
- Scarbrough, H., and Swan, J. (2001), "Explaining the diffusion of knowledge management: The role of fashion." *British Journal of Management*, 12, 3-12.
- Scott, W. R. (1995), *Institutions and organizations*. Thousand Oaks, CA: Sage.
- Spell, C. (2001), "Management fashions: Where do they come from, and are they old wine in new bottles?" *Journal of Management Inquiry*, 10, 358-373.
- Spurlock, D. G., Cox, L. R., Lewis, N. A., and Lueck, G. A. (2008), "A content analysis of data collection and analysis techniques as reported in the engineering management literature." *Engineering Management Journal*, 20, 46-55.
- Staw, B. M., and Epstein, L. D. (2000), "What bandwagons bring: Effects of popular management techniques on corporate performance, reputation, and CEO pay." *Administrative Science Quarterly*, 45, 523-556.
- Webster, F. E. (1988), The rediscovery of the marketing concept. *Business Horizons*, 31(3), 29-39.
- Webster, F. E. (1994), *Market driven management*. London: Wiley.



APPENDIX

TABLE 1

Top Article Keywords From All Four *Academy* Journals (1958-2009)

Rank	Count	Keyword	Rank	Count	Keyword
1	1783	RESEARCH	39	198	PERFORMANCE --
Management					
2	1651	MANAGEMENT	40	197	EMPLOYEES
3	1444	ORGANIZATIONAL behavior	41	193	PROBLEM solving
4	935	INDUSTRIAL management	42	192	EMPLOYEES -- Rating of
5	919	ORGANIZATIONAL sociology	43	186	ORGANIZATIONAL
commitment					
6	806	STRATEGIC planning	43	186	PSYCHOLOGY
7	754	ORGANIZATIONAL structure	45	179	SUPERIOR subordinate
relationship					
8	750	MANAGEMENT science	46	178	FINANCIAL performance
9	735	PERSONNEL management	47	177	INDUSTRIAL efficiency
10	676	DECISION making	48	173	SUCCESS in business
11	616	ORGANIZATIONAL effectiveness	49	170	CAREER development
12	593	ORGANIZATION	50	165	PERFORMANCE standards
13	535	MANAGEMENT -- Research	51	164	METHODOLOGY
14	520	ORGANIZATIONAL change	52	163	SOCIAL psychology
15	474	CORPORATE culture	53	159	BUSINESS ethics
16	438	WORK environment	53	159	INCENTIVES in industry
17	432	JOB satisfaction	53	159	UNIVERSITIES and colleges
18	404	PSYCHOLOGICAL aspects	56	154	COMMUNICATION in
organizations					
19	372	JOB performance	56	154	COMPETITION
20	371	LEADERSHIP	56	154	SOCIAL responsibility of
business					
21	369	BUSINESS planning	56	154	TECHNOLOGICAL innovations
22	354	INDUSTRIAL relations	60	153	UNITED States
23	329	SOCIAL aspects	61	151	BUSINESS schools
24	306	EMPLOYEE motivation	61	151	CHIEF executive officers
25	283	TEAMS in the workplace	61	151	MANAGEMENT--Employee
participation					
26	278	INDUSTRIAL organization	64	148	ORGANIZATIONAL learning
26	278	INTERPERSONAL relations	65	144	EMPLOYEE morale
28	275	INTERORGANIZATIONAL relations	66	142	MOTIVATION (Psychology)
29	272	BUSINESS enterprises	67	141	CONTINGENCY theory
(Management)					
30	271	BUSINESS education	68	140	EXECUTIVES -- Attitudes
31	270	PSYCHOLOGY, Industrial	68	140	LABOR turnover
32	249	STUDY and teaching	70	139	CORPORATIONS
33	246	COMPETITIVE advantage	71	138	CORPORATE governance
34	241	ECONOMIC aspects	72	136	ENTREPRENEURSHIP
35	239	QUALITY of work life	73	135	KNOWLEDGE management
36	236	MANAGEMENT styles	74	134	PERFORMANCE
37	215	INTERNATIONAL business enterprises	75	133	STRATEGIC alliances (Business)
38	204	EXECUTIVE ability	76	131	ORGANIZATIONAL goals

TABLE 1 (continued)
 Top Article Keywords From All Four *Academy* Journals (1958-2009)

Rank	Count	Keyword	Rank	Count	Keyword
77	129	education	114	81	supervisors
78	126	group decision making	116	80	sociological aspects
79	125	work attitudes	117	79	adaptability (psychology)
80	124	globalization	117	79	diversification in industry
81	117	corporations – growth	117	79	personnel management--research
82	110	business communication	120	77	creative ability in business
83	109	human capital	120	77	executives -- salaries, etc.
83	109	job stress	120	77	human behavior
85	108	decision theory	120	77	product management
85	108	employees -- training of	124	76	complex organizations
87	107	industrial productivity	124	76	industrial sociology
88	106	moral and ethical aspects	124	76	innovation management
89	105	diversity in the workplace	124	76	social networks
89	105	innovation adoption	128	75	organizational socialization
91	104	social sciences	129	74	marketing strategy
92	103	resource management	130	73	curricula
93	101	employee loyalty	131	72	new products
93	101	executives -- training of	132	71	empirical research
95	100	goal setting in personnel management	132	71	interorganizational networks
96	98	work -- sociological aspects	132	71	work design
97	97	consolidation and merger of corporations	135	70	corporate reorganizations
98	95	conflict management	136	69	stakeholders
99	93	theory	137	68	business networks
100	92	agency theory	138	67	business
100	92	employee selection	138	67	job descriptions
102	90	compensation management	138	67	power (social sciences)
102	90	resource allocation	141	66	economic development
102	90	task analysis	141	66	industrial organization (economic theory)
105	89	labor productivity	141	66	management literature
106	88	associations, institutions, etc.	144	65	business students
106	88	social interaction	144	65	discrimination in employment
108	87	management by objectives	144	65	employee retention
109	86	evaluation	144	65	job enrichment
110	85	wages	148	64	labor supply
111	84	influence (psychology)	148	64	professional ethics
111	84	joint ventures	148	64	research and development
113	82	risk management	148	64	research, industrial
114	81	operations research	148	64	uncertainty

TABLE 2
Top Article Keywords From AMJ (1958 - 2009)

Rank	Count	Keyword	Rank	Count	Keyword
1	814	research	37	108	executive ability
2	757	management	39	105	executives -- attitudes
3	728	organizational behavior	39	105	management styles
4	447	industrial management	39	105	study and teaching
5	411	organizational structure	42	104	financial performance
6	410	personnel management	43	102	economic aspects
7	403	management science	44	101	universities and colleges
8	400	organizational sociology	45	96	superior subordinate relationship
9	388	employees -- attitudes	46	91	technological innovations
10	354	decision making	47	90	communication in organizations
11	323	strategic planning	47	90	international business enterprises
12	310	job satisfaction	49	89	incentives in industry
13	309	management -- research	49	89	problem solving
14	294	organizational effectiveness	49	89	work attitudes
15	266	job performance	52	87	performance standards
16	247	organization	53	86	labor turnover
17	221	work environment	53	86	performance -- management
18	218	executives	55	85	chief executive officers
19	212	industrial relations	56	84	career development
20	207	psychological aspects	57	82	social psychology
21	201	organizational change	58	80	employee morale
22	180	leadership	59	79	business education
23	174	teams in the workplace	60	78	industrial efficiency
24	171	interpersonal relations	61	76	management--employee participation
25	162	corporate culture	62	73	contingency theory (management)
26	156	business planning	62	73	knowledge management
26	156	interorganizational relations	62	73	performance
28	152	industrial organization	65	69	group decision making
28	152	quality of work life	65	69	job stress
30	149	employee motivation	67	66	compensation management
30	149	psychology, industrial	67	66	corporate governance
32	124	employees -- rating of	67	66	employee loyalty
33	120	employees	67	66	methodology
34	118	psychology	71	65	business communication
35	117	social aspects	71	65	evaluation
36	113	organizational commitment	71	65	task analysis
37	108	business enterprises	74	64	competitive advantage

TABLE 2a
Top Article Keywords From AMJ (1958 - 1969)

Rank	Count	Keyword	Rank	Count	Keyword
1	221	management	35	15	management styles
2	83	industrial management	39	14	business enterprises
3	62	research	39	14	congresses
4	61	management science	39	14	curricula
5	54	organizational behavior	39	14	employees
6	50	organizational sociology	43	13	business
7	47	executives	43	13	college teachers
8	46	decision making	43	13	executives -- training of
9	45	management -- research	43	13	industrial organization
10	44	universities and colleges	43	13	psychology
11	42	organizational structure	43	13	superior subordinate relationship
12	41	study and teaching	49	12	administration
13	40	abstracts	49	12	job performance
14	38	organization	49	12	methodology
15	37	personnel management	49	12	united states
16	36	leadership	53	11	education
17	33	associations, institutions, etc.	53	11	evaluation
18	31	business education	53	11	theory
19	28	academy of management	56	10	academy of management -- congresses
19	28	business schools	56	10	automation
19	28	organizational effectiveness	56	10	behavioral research
22	26	industrial relations	56	10	business communication
23	23	executive ability	56	10	interorganizational relations
24	21	employees -- attitudes	56	10	management games
25	20	interpersonal relations	62	9	authority
26	19	problem solving	62	9	communication in management
27	18	strategic planning	62	9	complex organizations
28	17	congresses and conventions	62	9	decision theory
28	17	organizational change	62	9	employee motivation
30	16	corporate culture	62	9	industrial productivity
30	16	faculty	62	9	job satisfaction
30	16	human behavior	62	9	meetings
30	16	operations research	62	9	planning
30	16	psychology, industrial	62	9	psychological aspects
35	15	business planning	62	9	work environment
35	15	executives -- attitudes	73	8	academic writing
35	15	industrial efficiency	73	8	communication

TABLE 2b
Top Article Keywords From AMJ (1970 - 1979)

Rank	Count	Keyword	Rank	Count	Keyword
1	178	organizational behavior	37	31	psychology
2	164	research	37	31	superior subordinate relationship
3	139	management	40	28	questionnaires
4	132	industrial management	41	27	employees
5	110	employees -- attitudes	42	26	employee morale
5	110	job satisfaction	42	26	executives -- training of
7	93	organizational structure	42	26	management -- employee participation
8	92	decision making	45	25	organizational change
9	89	personnel management	45	25	psychology, industrial
10	83	management -- research	45	25	task analysis
11	80	management science	48	24	performance standards
12	78	job performance	49	23	group decision making
13	77	organization	49	23	problem solving
14	67	industrial relations	49	23	work orientations
15	62	leadership	52	22	career development
16	61	employee motivation	52	22	decision theory
16	61	organizational sociology	52	22	supervisors
18	60	executives	55	21	management by objectives
19	59	organizational effectiveness	55	21	motivation (psychology)
20	57	management styles	57	20	business planning
21	50	quality of work life	57	20	interorganizational relations
22	44	executives -- attitudes	59	19	business enterprises
23	42	work environment	59	19	incentives in industry
24	39	employees -- rating of	59	19	job descriptions
24	39	executive ability	59	19	organizational goals
24	39	industrial organization	63	18	business communication
27	38	study and teaching	63	18	methodology
27	38	work attitudes	65	17	business schools
29	36	psychological aspects	65	17	employees -- training of
29	36	teams in the workplace	65	17	job analysis
31	35	corporate culture	65	17	performance -- management
32	34	strategic planning	65	17	social aspects
32	34	universities and colleges	65	17	values
34	33	interpersonal relations	65	17	work design
35	32	business education	72	16	goal setting in personnel mgt
35	32	communication in organizations	72	16	job enrichment
37	31	contingency theory (management)	72	16	testing

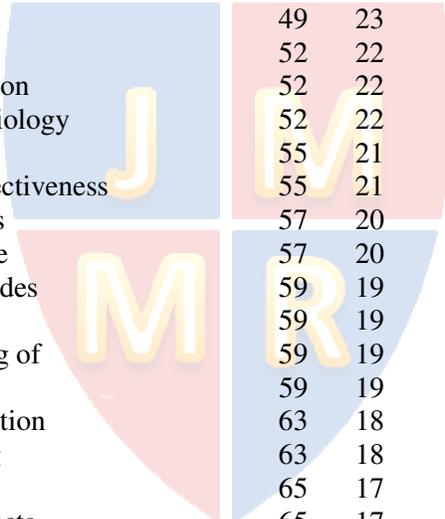


TABLE 2c
Top Article Keywords From AMJ (1980 - 1989)

Rank	Count	Keyword	Rank	Count	Keyword
1	222	research	38	29	executives
2	159	organizational behavior	38	29	leadership
3	145	management	38	29	task analysis
4	125	employees -- attitudes	41	28	performance standards
5	111	organizational structure	42	27	career development
6	110	job satisfaction	42	27	management--employee participation
7	109	organizational sociology	44	26	employee loyalty
7	109	personnel management	44	26	superior subordinate relationship
7	109	psychological aspects	46	25	employee morale
10	99	strategic planning	46	25	industrial efficiency
11	88	decision making	46	25	job stress
12	78	management science	49	22	communication in organizations
13	74	job performance	49	22	diversification in industry
13	74	work environment	49	22	executives -- attitudes
15	73	organizational effectiveness	49	22	social psychology
16	71	industrial management	49	22	teams in the workplace
17	66	management -- research	54	21	employees
18	62	interorganizational relations	54	21	incentives in industry
19	60	industrial relations	54	21	job evaluation
20	54	industrial organization	54	21	technological innovations
20	54	quality of work life	58	19	contingency theory (management)
22	47	business planning	58	19	regression analysis
22	47	employees -- rating of	60	18	absenteeism (labor)
22	47	psychology, industrial	61	17	evaluation
25	41	organizational change	61	17	group decision making
26	39	organization	61	17	job descriptions
26	39	psychology	64	16	work design
28	38	corporate culture	65	15	business enterprises -- size
28	38	social aspects	65	15	feedback (psychology)
30	36	performance -- management	65	15	goal setting in personnel mgt
31	34	economic aspects	65	15	influence (psychology)
31	34	organizational commitment	65	15	innovation adoption
33	32	labor turnover	65	15	job analysis
33	32	work attitudes	65	15	occupational mobility
35	31	employee motivation	65	15	personnel changes
35	31	financial performance	65	15	problem solving
35	31	interpersonal relations	65	15	wages

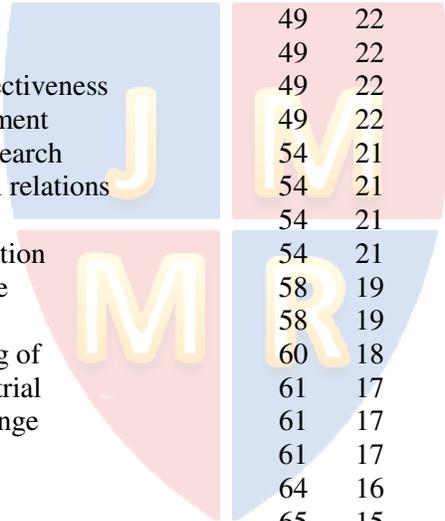


TABLE 2d
Top Article Keywords From AMJ (1990 - 1999)

Rank	Count	Keyword	Rank	Count	Keyword
1	147	organizational behavior	36	24	united states
2	128	research	39	23	international business enterprises
3	108	management	39	23	psychology
4	104	organizational sociology	39	23	psychology, industrial
5	101	personnel management	39	23	regression analysis
6	91	strategic planning	43	22	competition
7	79	management science	43	22	employee loyalty
8	73	employees -- attitudes	43	22	social psychology
9	69	organizational structure	46	21	business enterprises
10	63	industrial management	46	21	diversification in industry
11	61	decision making	46	21	employee motivation
12	57	organizational change	46	21	executives -- salaries, etc.
13	56	management -- research	46	21	job stress
13	56	organization	51	20	corporate governance
15	55	organizational effectiveness	51	20	corporations
16	51	corporate culture	53	19	executives -- attitudes
17	50	executives	53	19	superior subordinate relationship
18	45	job performance	53	19	technological innovations
19	44	financial performance	56	18	leadership
20	42	work environment	57	17	boards of directors
21	37	job satisfaction	57	17	industrial organization
22	36	chief executive officers	57	17	strategic alliances (business)
22	36	employees	60	16	capitalists and financiers
22	36	teams in the workplace	60	16	consolidation and merger of corporations
25	35	compensation management	60	16	discrimination in employment
26	34	organizational commitment	60	16	executive ability
27	33	interorganizational relations	60	16	social interaction
28	32	business planning	60	16	success in business
29	31	interpersonal relations	66	15	communication in organizations
30	28	industrial relations	66	15	economic aspects
31	26	performance	66	15	employee selection
31	26	psychological aspects	66	15	industrial efficiency
33	25	agency theory	66	15	labor turnover
33	25	employees -- rating of	66	15	manufacturing industries
33	25	wages	66	15	methodology
36	24	competitive advantage	66	15	resource management
36	24	incentives in industry	66	15	work -- psychological aspects

TABLE 2e
Top Article Keywords From AMJ (2000 - 2009)

Rank	Count	Keyword	Rank	Count	Keyword
1	238	research	35	30	technological innovations
2	190	organizational behavior	39	29	industrial organization
3	144	management	40	28	competition
4	105	management science	41	27	employee motivation
5	98	industrial management	41	27	organizational commitment
6	96	organizational structure	41	27	psychological aspects
7	81	strategic planning	41	27	strategic alliances (business)
8	79	organizational effectiveness	45	25	entrepreneurship
9	76	organizational sociology	46	24	financial performance
10	75	teams in the workplace	46	24	human capital
11	74	personnel management	46	24	new products
12	67	decision making	49	23	organizational learning
13	61	organizational change	50	22	business networks
14	59	employees -- attitudes	50	22	corporate culture
14	59	management -- research	50	22	employees
16	57	job performance	53	21	agency theory
17	56	interpersonal relations	54	20	diversity in the workplace
18	54	work environment	55	19	globalization
19	46	social aspects	55	19	incentives in industry
20	44	job satisfaction	55	19	joint ventures
21	42	business planning	55	19	research and development
21	42	knowledge management	55	19	scholars
23	41	economic aspects	55	19	social psychology
24	40	business enterprises	61	18	consolidation and merger of corporations
25	39	international business enterprises	61	18	corporations -- growth
26	38	psychology, industrial	61	18	innovation adoption
27	37	competitive advantage	61	18	partnership
27	37	organization	61	18	performance -- management
29	35	corporate governance	61	18	problem solving
29	35	leadership	61	18	social interaction
31	34	chief executive officers	68	17	customer services
32	32	executives	68	17	executive ability
33	31	industrial relations	68	17	executives -- salaries, etc.
33	31	interorganizational relations	68	17	methodology
35	30	labor turnover	68	17	performance standards
35	30	quality of work life	73	16	consumer satisfaction
35	30	social networks	73	16	social groups

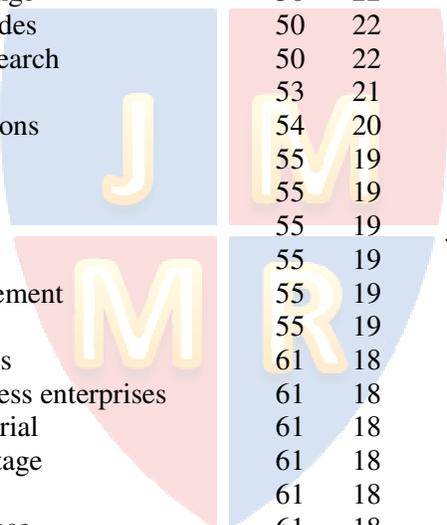


TABLE 3
Top Article Keywords From AMR (1976 - 2009)

Rank	Count	Keyword	Rank	Count	Keyword
1	716	research	38	66	industrial efficiency
2	553	organizational behavior	38	66	problem solving
3	477	management	40	65	management styles
4	470	organizational sociology	40	65	performance -- management
5	305	industrial management	40	65	study and teaching
6	301	organization	43	64	theory
7	286	strategic planning	44	61	economic aspects
8	243	management science	44	61	executives
9	235	organizational structure	46	60	contingency theory (management)
10	205	decision making	47	56	corporations
10	205	organizational effectiveness	48	55	organizational learning
12	188	organizational change	49	53	teams in the workplace
13	168	corporate culture	50	52	international business enterprises
14	161	management -- research	51	51	empirical research
15	152	personnel management	52	50	performance standards
16	130	business planning	52	50	quality of work life
17	128	social aspects	54	48	organizational goals
18	125	work environment	55	47	superior subordinate relationship
19	108	psychological aspects	56	45	employees
20	105	employees -- attitudes	57	44	work -- sociological aspects
21	104	industrial organization	58	43	communication in organizations
22	97	employee motivation	59	42	decision theory
23	94	business enterprises	59	42	organizational commitment
24	88	interorganizational relations	61	41	competition
24	88	psychology, industrial	62	39	incentives in industry
26	87	industrial relations	62	39	industrial organization (economic theory)
27	85	methodology	62	39	moral and ethical aspects
28	84	interpersonal relations	65	38	entrepreneurship
29	83	job satisfaction	65	38	resource management
30	81	business ethics	67	37	employee morale
31	74	leadership	67	37	executive ability
31	74	motivation (psychology)	67	37	group decision making
31	74	social sciences	67	37	knowledge, theory of
34	73	social psychology	71	36	business education
34	73	social responsibility of business	71	36	employees -- rating of
36	72	competitive advantage	71	36	human behavior
37	70	job performance	71	36	stakeholders

TABLE 3a
Top Article Keywords From AMR (1976 - 1979)

Rank	Count	Keyword	Rank	Count	Keyword
1	188	research	37	15	methodology
2	122	organizational sociology	37	15	superior subordinate relationship
3	89	organizational behavior	40	14	behaviorism (psychology)
4	70	management	40	14	management--employee participation
5	62	organizational effectiveness	42	13	business ethics
6	50	management science	42	13	executive ability
7	47	industrial management	42	13	expectancy theories
8	46	strategic planning	42	13	job performance
9	40	social aspects	46	12	complex organizations
10	39	management -- research	46	12	contextual analysis
10	39	organizational structure	46	12	corporations
12	37	organizational change	46	12	industrial organization
13	32	decision making	46	12	industrial productivity
14	29	employee motivation	46	12	organizational ideology
15	28	leadership	46	12	personnel management -- research
16	27	performance -- management	53	11	curricula
16	27	personnel management	53	11	education
18	26	organization	53	11	interbehavioral psychology
19	25	problem solving	53	11	social psychology
20	23	contingency theory (management)	53	11	teaching methods
20	23	corporate culture	53	11	teams in the workplace
20	23	job satisfaction	59	10	business schools
23	22	business planning	59	10	communication in organizations
23	22	management styles	59	10	economic aspects
25	21	interorganizational relations	59	10	employee morale
25	21	motivation (psychology)	59	10	goal (psychology)
25	21	psychology, industrial	59	10	human behavior
28	20	employees -- attitudes	59	10	incentives in industry
29	19	business education	59	10	performance standards
29	19	management by objectives	59	10	psychology
29	19	psychological aspects	59	10	quality of work life
29	19	study and teaching	59	10	theory and practice
33	18	industrial relations	70	9	goal setting in personnel mgt
34	17	work environment	70	9	industries -- social aspects
35	16	social responsibility of business	70	9	information behavior
35	16	work -- sociological aspects	70	9	planned behavior theory
37	15	management controls	70	9	system theory

TABLE 3b
Top Article Keywords From AMR (1980 - 1989)

Rank	Count	Keyword	Rank	Count	Keyword
1	269	research	37	25	interorganizational relations
2	214	organizational behavior	37	25	motivation (psychology)
3	182	management	40	24	contingency theory (management)
4	159	organizational sociology	40	24	economic aspects
5	146	industrial management	40	24	leadership
6	144	organization	43	22	management styles
7	122	strategic planning	43	22	organizational commitment
8	101	organizational structure	43	22	quality of work life
9	92	decision making	46	21	employees -- training of
10	79	organizational effectiveness	46	21	organizational learning
11	77	corporate culture	48	20	career development
12	73	personnel management	48	20	problem solving
13	68	management science	50	19	corporations
14	65	business planning	50	19	interpersonal relations
15	64	organizational change	52	18	organizational power
16	56	management -- research	52	18	typology (psychology)
17	54	industrial organization	54	17	business ethics
18	50	methodology	54	17	employee morale
19	49	employees -- attitudes	54	17	labor turnover
20	47	job satisfaction	54	17	mathematical models
21	44	psychological aspects	54	17	organizational socialization
22	41	job performance	54	17	teams in the workplace
23	40	work environment	60	16	business enterprises
24	38	employee motivation	60	16	goal setting in personnel mgt
25	37	psychology, industrial	60	16	human behavior
26	36	industrial relations	60	16	industrial policy
27	35	social aspects	60	16	industrial sociology
28	34	study and teaching	60	16	operations research
29	31	empirical research	60	16	performance
30	30	social sciences	60	16	power (social sciences)
31	29	social psychology	68	15	group decision making
32	28	organizational goals	68	15	influence (psychology)
33	27	employees -- rating of	68	15	resource management
34	26	industrial efficiency	68	15	social responsibility of business
34	26	performance -- management	68	15	theory
34	26	performance standards	68	15	work attitudes
37	25	executives	74	14	superior subordinate relationship

TABLE 3c
Top Article Keywords From AMR (1990 - 1999)

Rank	Count	Keyword	Rank	Count	Keyword
1	126	organizational behavior	15	organizational learning	
2	117	research	15	psychology, industrial	
3	115	organizational sociology	15	self-interest	
4	93	management	15	social responsibility of business	
5	67	industrial management	15	trust	
6	61	strategic planning	14	communication in organizations	
7	60	organizational structure	14	employee motivation	
8	46	organizational change	14	moral and ethical aspects	
9	43	management science	13	corporations	
10	42	corporate culture	13	employees -- attitudes	
11	39	decision making	13	industrial efficiency	
11	39	organizational effectiveness	13	strategic alliances (business)	
13	34	social aspects	13	transaction costs	
14	30	competitive advantage	12	business models	
15	27	industrial organization	12	economics -- sociological aspects	
15	27	interorganizational relations	12	globalization	
17	26	personnel management	12	performance standards	
17	26	work environment	12	sociological aspects	
19	25	psychological aspects	11	knowledge, theory of	
20	23	management -- research	11	resource management	
21	22	business planning	11	total quality management	
21	22	economic aspects	11	typology (psychology)	
23	20	industrial organization (economic theory)	10	competition	
24	19	interpersonal relations	10	executives	
25	18	business ethics	10	job satisfaction	
25	18	international business enterprises	10	organizational growth	
25	18	stakeholders	9	group decision making	
28	17	industrial relations	9	management -- employee participation	
28	17	innovation adoption	9	management literature	
28	17	theory	9	motivation (psychology)	
31	16	agency theory	9	work -- sociological aspects	
31	16	decision theory	8	associations, institutions, etc.	
31	16	social sciences	8	capitalists and financiers	
31	16	superior subordinate relationship	8	corporate governance	
35	15	business enterprises	8	human capital	
35	15	management styles	8	industrial sociology	
35	15	managerial economics	8	paradigms (social sciences)	

TABLE 3d
Top Article Keywords From AMR (2000 - 2009)

Rank	Count	Keyword	Rank	Count	Keyword
1	142	research	38	17	group identity
2	132	management	38	17	performance
3	124	organizational behavior	38	17	strategic alliances (business)
4	88	organization	41	16	agency theory
5	82	management science	41	16	business networks
6	74	organizational sociology	41	16	employee motivation
7	57	strategic planning	41	16	industrial relations
8	55	business enterprises	41	16	organizational learning
9	45	industrial management	46	15	interorganizational relations
10	43	management -- research	46	15	knowledge management
11	42	decision making	46	15	leadership
11	42	work environment	46	15	psychology, industrial
13	41	organizational change	50	14	business
14	39	interpersonal relations	50	14	methodology
15	35	organizational structure	50	14	social interaction
16	33	business ethics	53	13	problem solving
17	32	competitive advantage	54	12	corporations
18	30	theory	54	12	economics
19	27	social responsibility of business	54	12	editorials
20	26	corporate culture	54	12	empirical research
20	26	personnel management	54	12	incentives in industry
22	25	entrepreneurship	54	12	job performance
22	25	international business enterprises	54	12	quality of work life
22	25	organizational effectiveness	54	12	social groups
22	25	social psychology	62	11	diversity in the workplace
26	23	employees -- attitudes	62	11	globalization
26	23	social sciences	62	11	industrial organization
28	21	business planning	62	11	institutional theory (sociology)
28	21	corporate governance	62	11	knowledge, theory of
28	21	employees	62	11	social networks
28	21	teams in the workplace	62	11	stakeholders
32	20	competition	69	10	communication in organizations
32	20	executives	69	10	corporate image
32	20	identity (psychology)	69	10	decision theory
32	20	psychological aspects	69	10	interorganizational networks
36	19	motivation (psychology)	69	10	privatization
36	19	social aspects	69	10	work -- sociological aspects

TABLE 4
Top Article Keywords From AME/P (1987 - 2009)

Rank	Count	Keyword	Rank	Count	Keyword
1	316	management	37	46	organizational sociology
2	207	research	39	45	performance -- management
3	188	strategic planning	40	43	corporations -- growth
4	175	industrial management	41	40	corporate governance
5	156	personnel management	41	40	organizational learning
6	149	organizational behavior	41	40	study and teaching
7	134	corporate culture	44	39	management--employee participation
8	124	organizational change	44	39	organization
9	121	executives	46	37	consolidation and merger of corporations
10	111	organizational effectiveness	46	37	human capital
11	108	competitive advantage	46	37	job satisfaction
12	104	organizational structure	49	36	job performance
13	97	decision making	49	36	moral and ethical aspects
13	97	leadership	49	36	quality of work life
15	96	success in business	49	36	superior subordinate relationship
16	90	work environment	53	35	organizational goals
17	88	psychological aspects	54	33	industrial efficiency
18	83	social aspects	54	33	organizational sociology -- research
19	78	business planning	54	33	problem solving
20	77	economic aspects	57	32	competition, international
21	74	united states	57	32	corporations
22	71	international business enterprises	57	32	psychology, industrial
23	65	business enterprises	60	31	business ethics
24	64	management styles	60	31	corporate reorganizations
25	63	employees -- attitudes	60	31	entrepreneurship
26	61	globalization	60	31	incentives in industry
26	61	management science	60	31	interorganizational relations
28	60	employee motivation	60	31	organizational commitment
29	55	industrial relations	66	30	technological innovations
30	53	career development	67	29	creative ability in business
31	52	executive ability	67	29	employees
32	51	chief executive officers	67	29	employees -- rating of
32	51	financial performance	67	29	social responsibility of business
34	50	strategic alliances (business)	71	28	consumer satisfaction
35	49	teams in the workplace	71	28	diversity in the workplace
36	47	competition	71	28	innovation management
37	46	management -- research	74	27	international trade

TABLE 4a
Top Article Keywords From AME/P (1987 - 1989)

Rank	Count	Keyword	Rank	Count	Keyword
1	37	management	34	7	Japan
2	27	research	34	7	organizational goals
3	25	executives	34	7	organizational sociology
3	25	strategic planning	41	6	career development
5	24	organizational behavior	41	6	executives -- attitudes
6	22	industrial management	41	6	executives -- training of
7	20	corporate culture	41	6	international business enterprises
7	20	organizational change	41	6	management -- research
9	16	leadership	41	6	psychology
10	14	organization	47	5	business ethics
11	13	chief executive officers	47	5	consolidation and merger of corporations
11	13	personnel management	47	5	employment in foreign countries
11	13	social aspects	47	5	financial performance
11	13	united states	47	5	industrial efficiency
15	12	executive ability	47	5	job satisfaction
16	11	business enterprises -- united states	47	5	quality control
16	11	competitive advantage	54	4	adaptability (psychology)
16	11	decision making	54	4	business enterprises
16	11	management -- employee participation	54	4	conduct of life
16	11	management styles	54	4	conflict management
21	10	competition, international	54	4	corporate image
21	10	success in business	54	4	cross-cultural differences
23	9	corporations -- growth	54	4	job performance
23	9	globalization	54	4	labor unions
23	9	organizational effectiveness	54	4	management science
23	9	organizational structure	54	4	occupational achievement
23	9	psychological aspects	54	4	performance -- management
23	9	superior subordinate relationship	54	4	performance standards
29	8	competition	54	4	social responsibility of business
29	8	economic aspects	54	4	sociological aspects
29	8	industrial relations	68	3	abstracts
29	8	problem solving	68	3	business communication
29	8	work environment	68	3	business education
34	7	business planning	68	3	business networks
34	7	communication in management	68	3	quality of work life
34	7	corporations	68	3	stockholders
34	7	employees -- attitudes	68	3	strategic alliances (business)

TABLE 4b
Top Article Keywords From AME/P (1990 - 1999)

Rank	Count	Keyword	Rank	Count	Keyword
1	129	management	38	19	executive ability
2	96	research	38	19	human capital
3	88	strategic planning	40	18	superior subordinate relationship
4	66	industrial management	41	17	performance -- management
5	65	personnel management	41	17	problem solving
6	61	organizational change	41	17	technological innovations
7	59	organizational structure	44	16	management--employee participation
8	57	organizational behavior	44	16	marketing strategy
9	51	competitive advantage	44	16	total quality management
10	44	organizational effectiveness	47	15	industrial productivity
11	43	corporate culture	47	15	information technology
12	41	decision making	47	15	interorganizational relations
12	41	executives	47	15	moral and ethical aspects
14	40	psychological aspects	47	15	organizational goals
15	35	work environment	47	15	organizational sociology -- research
16	34	economic aspects	47	15	resource management
17	33	united states	54	14	business intelligence
18	32	leadership	54	14	chief executive officers
19	30	employee motivation	54	14	corporations -- growth
19	30	social aspects	54	14	industrial organization
21	29	business enterprises	54	14	organization
21	29	business planning	54	14	social responsibility of business
21	29	career development	54	14	strategic enterprise management
21	29	success in business	61	13	cross-cultural differences
25	28	teams in the workplace	61	13	diversity in the workplace
26	27	management styles	61	13	employees
26	27	organizational sociology	61	13	management -- research
28	24	industrial relations	61	13	performance standards
28	24	management science	61	13	product management
28	24	organizational learning	61	13	quality of work life
31	23	competition	68	12	business ethics
31	23	corporate reorganizations	68	12	competition, international
31	23	international business enterprises	68	12	employee morale
34	22	employees -- attitudes	68	12	executives -- attitudes
34	22	strategic alliances (business)	68	12	incentives in industry
36	21	globalization	68	12	international trade
37	20	downsizing of organizations	68	12	joint ventures

TABLE 4c
Top Article Keywords From AME/P (2000 - 2009)

Rank	Count	Keyword	Rank	Count	Keyword
1	150	management	38	23	entrepreneurship
2	87	industrial management	38	23	industrial relations
3	84	research	38	23	job performance
4	78	personnel management	41	21	consolidation and merger of corporations
5	75	strategic planning	41	21	executive ability
6	71	corporate culture	41	21	teams in the workplace
7	68	organizational behavior	44	20	business failures
8	58	organizational effectiveness	44	20	corporations -- growth
9	57	success in business	44	20	organizational commitment
10	55	executives	44	20	quality of work life
11	49	leadership	48	18	career development
12	47	work environment	48	18	creative ability in business
13	46	competitive advantage	48	18	customer services
14	45	decision making	48	18	moral and ethical aspects
15	43	organizational change	48	18	organizational sociology -- research
16	42	business planning	48	18	performance
16	42	international business enterprises	54	17	consumer satisfaction
18	40	social aspects	54	17	employees -- rating of
19	39	psychological aspects	54	17	executives -- salaries, etc.
20	36	financial performance	54	17	human capital
20	36	organizational structure	54	17	incentives in industry
22	35	economic aspects	54	17	industrial efficiency
23	34	employees -- attitudes	60	16	competition
24	33	management science	60	16	innovation management
25	32	business enterprises	60	16	job stress
26	31	corporate governance	60	16	organizational learning
26	31	globalization	64	15	business communication
28	29	psychology, industrial	64	15	corporations
28	29	study and teaching	64	15	innovations in business
30	28	united states	64	15	international trade
31	27	employee motivation	64	15	interorganizational relations
31	27	management -- research	64	15	knowledge management
33	26	management styles	70	14	business ethics
34	25	job satisfaction	70	14	diversity in the workplace
34	25	strategic alliances (business)	70	14	economic development
36	24	chief executive officers	70	14	goal setting in personnel mgt
36	24	performance -- management	74	13	stockholders

TABLE 5
Top Article Keywords From AMLE (2002-2009)

Rank	Count	Keyword	Rank	Count	Keyword
1	145	business education	38	10	corporate culture
2	101	management	38	10	students
3	72	business schools	40	9	employees -- training of
4	59	education	40	9	strategic planning
5	46	research	40	9	teachers
6	43	management science	40	9	technology
7	41	master of business administration degree	44	8	active learning
8	40	universities and colleges	44	8	graduate students
9	39	study and teaching	44	8	industrial management
10	29	business students	44	8	scholarly publishing
11	23	executives	44	8	teaching methods
11	23	learning	49	7	college students
13	22	experiential learning	49	7	community and school
13	22	professional education	49	7	community involvement
15	20	decision making	49	7	educational sociology
15	20	leadership	49	7	effective teaching
17	19	curricula	49	7	executive ability
17	19	education, higher	49	7	graduate management admission test
17	19	management -- research	49	7	innovation management
20	18	entrepreneurship	49	7	interviews
20	18	executives -- training of	49	7	methodology
22	17	personnel management	49	7	moral and ethical aspects
23	15	education -- curricula	49	7	organizational change
24	14	college teachers	49	7	organizational learning
24	14	diversity in the workplace	49	7	teams in the workplace
24	14	organizational behavior	59	6	accreditation
24	14	psychology			
28	13	faculty			
28	13	prefaces			
28	13	service learning			
31	12	academic achievement			
31	12	business ethics			
31	12	teaching			
34	11	business teachers			
34	11	curriculum planning			
34	11	learning and scholarship			
34	11	periodicals			

