

**Chinese Management Scholars Community (CMSC): The Workshop
Lessons on the Craft of Scholarly Writing for Leading Management Journals**

Date: Wednesday, August 14, 2019 (9 a.m. to 5 p.m.)
Venue: Room (TBD), Manning School of Business, UMass Lowell
Pulichino Tong Building, 72 University Avenue, Lowell, MA 01854

Purpose:

1. To learn how to write an introduction
2. To understand the recent trends in premier management journals
3. To understand new requirements/standards on methods
4. To facilitate the development of a knowledge- and experience-sharing community for Chinese scholars
5. To learn how to become a dedicated and effective researcher
6. To foster a rewarding and integrated research career and a balanced life

Target Audience:

1. Chinese scholars in management areas (e.g., strategic management, organizational theory, entrepreneurship, international business, organizational behavior, and technology and innovation management)
2. Advanced doctoral students (who have passed qualification exams)
3. Junior faculty members

Coordinators:

Eric Zhao (ericzhao@indiana.edu), Indiana University
Danqing Wang (danqingw@hku.hk), University of Hong Kong

Panelists:

Kenneth Huang, National University of Singapore
Zhi Huang, University of Kentucky
Cuili Qian, University of Texas at Dallas
Wei Shen, Arizona State University
Brian Wu, University of Michigan
Haibin Yang, City University of Hong Kong
Yu Zhang, CEIBS

Note: *The program will be conducted primarily in Chinese. If you are interested in participating, please register online at <https://cmscevent.wufoo.com/forms/2019-cmsc-registration/> before June 30th or until the full capacity of 35 participants is reached. For any logistical questions, please email cmsc@mingjierchen.com.*

Workshop Agenda

09:00 a.m.–09:30 a.m. Arrival and Registration		
Session 1	09:30–09:45	Introduction and Overview
		<p><u>Facilitators:</u> <i>Eric Zhao, Danqing Wang</i></p> <p><u>Introduction:</u></p> <ul style="list-style-type: none"> • Welcome remarks • Overview of the program • Self-introductions and grouping
Session 2	09:45–11:15	How to Write an Introduction
		<p><u>Facilitators:</u> <i>Eric Zhao, Danqing Wang</i></p> <p><u>Reading Assignments:</u></p> <ol style="list-style-type: none"> 1. “Being Scheherazade: The importance of storytelling in academic writing” (Pollock & Bono), <i>Academy of Management Journal</i>, 2013, 56(3), 629-634. 2. “Positioning a theory paper for publication” (Barney), <i>Academy of Management Review</i>, 2018, 43(3), 345-348. 3. “Optimal distinctiveness in console video game industry: An exemplar-based model of proto-category evolution” (Zhao, Ishihara, Jennings, Lounsbury), <i>Organization Science</i>, 29(4), 588-611. 4. “The State, the Labor Process, and the Diffusion of Managerial Models” (Alexandra Kalev, Yehouda Shenhav and David De Vries) <i>Administrative Science Quarterly</i>, 2008 53(1), 1-28. <p><u>Study Questions:</u></p> <ol style="list-style-type: none"> 1. Please read all four articles, and evaluate how effective authors of paper 3 & 4 wrote their introductions. 2. How would you improve those introductions based on the insights you gained from paper 1 & 2. 3. How are those introductions structured differently from the prescribed templates of paper 1 & 2? Are these differences necessary? why? <p><u>Format:</u></p> <p>The chair will have a brief opening on how to write a good introduction. (30 mins)</p> <p>Then each panelist will lead the group to discuss the study questions. (30 mins)</p> <p>30 mins for summary, sharing and discussing.</p>
Break	11:15–11:30	
Session 3	11:30–13:00	Developing Theoretical Research
		<u>Facilitator:</u> <i>Ming-Jer Chen</i>

		<p><u>Reading Assignments:</u></p> <ol style="list-style-type: none"> 1. “On a Clear Day You Can See Competitors” (Chen), January 5, 1990 (first written draft) 2. “Competitor Analysis and Interfirm Rivalry: Toward a Theoretical Integration” (Chen), January 20, 1995 (first draft submitted to the <i>Academy of Management Review</i>) <p><u>Study Questions:</u></p> <ol style="list-style-type: none"> 1. Consider the key ideas in the two drafts of each paper. How do these ideas differ from draft to draft? Why? 2. What might some reasons be for their differences?
Lunch Session 4	13:00–14:15	Recent Trend in Leading Journals and New Method Requirement
		<p><u>Facilitator:</u> Eric Zhao and Danqing Wang</p> <p><u>Panelists:</u> <i>Journal editors and board members</i></p> <p><u>Reading Assignments:</u></p> <ol style="list-style-type: none"> 1. “New ways of seeing: Radical theorizing” (Nadkarni et al.), <i>Academy of Management Journal</i>, 2018, 61(2), 371-377. 2. “Creating repeatable cumulative knowledge in strategic management ” (Bettis et al.), <i>Strategic Management Journal</i>, 37. 257-261. 3. “A brief primer on data visualization opportunities in management research” (Ertug et al.), <i>Academy of Management Journal</i>, 2018, 61(5), 1613-1625. 4. “Show Me the Data! Improving Evidence Presentation for Publication” (Greve), <i>Management and Organization Review</i>, 2018, 14(2), 423-432 <p><u>Study Questions:</u></p> <ol style="list-style-type: none"> 1. Discuss the new requirements on theoretical development and data presentation 2. How do we make balanced research that satisfies the two requirements at the same time 3. How do we pick the right journal outlets based on the fit between the research and the journal?
Break	14:15-14:30	
Session 5	14:30–15:45	How to Craft Response Letters
		<p><u>Facilitator:</u> <i>Eric Zhao</i></p> <p><u>Reading Assignments:</u></p> <ol style="list-style-type: none"> 1. “Responding to reviewers” (Shaw), <i>Academy of Management Journal</i>, 2012, 55(6), 1261-1263. 2. Articles and Review letters picked by lead discussants

		<p><u>Format:</u></p> <p>Each group will spend 30 minutes on questions regarding the review process. Then each group summarizes the key questions and insights in 5 minutes.</p> <p>We encourage each panel member to use one of his/her own published papers to illustrate some of the major challenges they faced in the review process, and to explain in detail how they addressed those issues.</p> <p>Participants can also share their relevant experiences.</p>
Break	15:45–16:00	
Session 6	16:00–16:45	Building a Research-Centered Career and Balancing Career and Life
		<p><u>Facilitator:</u> <i>Danqing Wang</i></p> <p><u>Study Questions:</u></p> <ol style="list-style-type: none"> 1. How do you balance the competing demands of career and life? 2. What makes a great teacher? What makes a great researcher? What makes a great business leader? What do these three have in common? 3. What three strategic insights into research and career have you gained today that can help you cope with the challenges or capitalize fully on the opportunities available to you in academia?
Section 7	16:45–17:00	Closing Remarks
		<u>Facilitator:</u> <i>Eric Zhao, Danqing Wang</i>

Eric Yanfei Zhao is the Institute for Entrepreneurship & Competitive Enterprise Faculty Fellow, Associate Professor of Management and Entrepreneurship, and Co-Chair of the PhD Program at the Kelley School of Business, Indiana University. His research is focused on bridging contemporary theories in strategy and organization theory in addressing innovation and entrepreneurship related topics. His work have appeared in *Academy of Management Journal*, *Academy of Management Review*, *Organization Science*, *Strategic Management Journal*, *Journal of Business Venturing*, among others. He currently sits on the editorial board of *Academy of Management Journal*, *Academy of Management Review*, and serves as a guest editor of *Journal of Business Venturing*.

Danqing Wang is an Assistant Professor in Management and Strategy area at the University of Hong Kong, starting from July 2014. She obtained her Ph.D. in management from INSEAD, France. Her research focuses on state-firm interactions and firms' non-market strategies in emerging economies. Her work is forthcoming at *Administrative Science Quarterly*, and has appeared at *Academy of Management Journal*. She is currently serving on the editorial board of *Administrative Science Quarterly* and *Management and Organization Review*. She is the recipient of the WAIB emerging woman scholar award for 2018, and also receives Faculty Outstanding Teacher Award at HKU in 2018.

The Chinese Management Scholars Community (CMSC) is an informal, open-platform community that offers career-related services to Chinese (or Chinese-speaking) management scholars. Our community represents a grass-roots, voluntary effort initiated by individuals who are bonded by common interests and values. We are guided by our mission, to pass the baton (傳承), and our core values derive from the “middle” or “zhong” (中) philosophy: integrity, harmony, balance, integration, dynamics, and independence. Founded in 2006 by Ming-Jer Chen (<http://www.mingjerchen.com>) as a small “workshop” for Chinese scholars in strategic management dedicated to the development of well-balanced business academics, the group is now composed of 500-some members. Our current focus is on serving scholars in the management area, and we offer the following member-centered programs: 1) CMSC-Workshop; 2) CMSC-Reunion; 3) CMSC-RF (Research Forum); 4) CMSC-TF (Teaching Forum); 5) CMSC-Camp (Mentors' Camp).