



## Behind the emergence of management scholarly communities in Asia and Africa

David B. Zoogah<sup>a</sup> and Mike W. Peng<sup>b</sup>

<sup>a</sup>Williams College of Business, Xavier University, Cincinnati, Ohio, USA and Johannesburg Business School, College of Business and Economics, University of Johannesburg, Johannesburg, South Africa; <sup>b</sup>Jindal School of Management, University of Texas at Dallas, Richardson, Texas, USA

### ABSTRACT

Management scholarly communities have recently emerged in Asia and Africa. What are the antecedents behind their rise? What are the processes that facilitate their acceptance by internal and external stakeholders? Drawing on the sociology of science literature, this article develops a model behind the emergence of management scholarly communities underpinned by antecedents and processes. We identify relative deprivation, motivation to excel, and availability of role models as three key antecedents, and differentiation, mobilization, and legitimation as three key processes. We offer propositions based on in-depth analysis of three management scholarly communities in Asia (Asia Academy of Management [AAOM], India Academy of Management [INDAM], and International Association for Chinese Management Research [IACMR]) and one in Africa (Africa Academy of Management [AFAM]). For the first time in the literature, we have compared and contrasted the emergence of management scholarly communities in Asia and Africa, culminating in a model that may be generalizable to other aspiring scholars endeavoring to expand such communities in other parts of the world.

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## Introduction

The intensification of globalization around the turn of the 21st century not only has resulted in the spread of businesses to emerging markets (Peng, Lebedev, Vlas, Wang, & Shay, 2018; Zoogah, Peng, & Woldu, 2015a), but also the emergence of management scholarly communities (MSCs) outside of North America (Walsh, 2011). Asia has seen the emergence of several MSCs (Lau, 2007; Peng, 2007). More recently, Africa has witnessed the launch of similar scholarly communities (Nkomo, Zoogah, & Acquah, 2015). The emergence of these communities is naturally of great interest to their own members. However, it raises interesting but underexplored questions: Are there similarities and differences behind the emergence of academic communities in Asia and Africa? What are the factors that lead to the emergence of these communities?

These questions are important, because even though several MSCs have intensified their activities and reach, research on those communities is lacking. Consequently, we neither know the antecedents that account for their emergence, nor the processes that contribute to their rise. In response, we draw from the sociology of science literature (Astley, 1985; Cole, 1983; Frickel & Gross, 2005; Kuhn, 1970; Lodahl & Gordon, 1972; Sauder & Espeland, 2009; Wagner, Weiss, Wittrock, & Wollman, 1991) to develop a model behind the emergence of MSCs underpinned by antecedents and processes, with a focus on Asia and Africa. In the management field, we are inspired by Hambrick and Chen's (2008) model behind 'the ascendance of a new academic field'. Hambrick and Chen (2008) define a field as 'reputational work organization' (Whitley, 1984) that is granted both the right to evaluate its own members and some permanence in the academic establishment. They also follow Cole (1983, p. 130) to define a community as a group of scholars 'who identify themselves as such and who interact and are familiar with each other's work'.

Extending Hambrick and Chen (2008), we focus on major MSCs. An MSC is defined as a society of learned persons organized to advance the science and practice of management in a particular context. Using the emergence of strategic management as a case study, Hambrick and Chen (2008) document a series of academic activities taken place within one country (the United States), with an acknowledged core institution (Harvard Business School). Further, when the strategic management community was seeking its admittance within academia in the 1970s, the Academy of Management (AOM),<sup>1</sup> which had previously developed strong academic and professional norms, had already been in existence for several decades. Left unknown is how MSCs arise in geographically diversified regions such as Asia and Africa, which do not enjoy strong academic and professional norms within the field of management. We are therefore motivated by the desire for a generalizable model that explains the emergence of MSCs under such conditions. The model we propose thus contributes to a relatively unexplored topic in the sociology of science. Lastly, in elaborating our model, we compare two groups of MSCs with regard to their antecedents and processes, culminating in seven propositions.

## Similarities and Differences among Management Scholarly Communities

The concept of an MSC derives from (1) Kuhn's (1970) scientific community, (2) Cole's (1983) community, and (3) Hambrick and Chen's (2008) academic field. Among various MSCs, similarities and differences simultaneously exist. We use MSCs from Asia and Africa to illustrate them. MSCs are similar to academic fields because both are scholarly communities. Consequently, we use the features of scholarly communities (Hambrick & Chen, 2008) in our comparison. Table 1 shows the characteristics of the three MSCs in Asia and one in Africa. First, three of them started as caucuses at the AOM. The oldest of these four academies is the Asia Academy of Management (AAOM) that was started in 1998, while the youngest is the Africa Academy of Management (AFAM) that was started in 2011. Both the Indian Academy of Management (INDAM) and AFAM began as AOM caucuses in 2007.

As Hambrick and Chen (2008) indicate, the growth and legitimacy-building of academic fields depend on mobilization of resources such as memberships. There are more AOM members of Asian descent than those of African descent. As a result, mobilization was

**Table 1.** Management scholarly communities in Asia and Africa.

Characteristics	Asia Academy of Management (AAOM)	International Association for Chinese Management Research (IACMR)***	Indian Academy of Management (INDAM)	Africa Academy of Management (AFAM)
Caucus at AOM	1997	2000	2007	2007
Year of formation	1998	2001	2009	2011
Affiliation with AOM	2001 <sup>†</sup>	–	2011	2016
Founding members	40	130	10	10
Membership size (2017)*	550	800	1300	400
Geographic region	Asia	China	India	Africa
Journal	<i>Asia Pacific Journal of Management (APJM)**</i>	<i>Management and Organization Review (MOR)</i>	None	<i>Africa Journal of Management (AJOM)</i>
Year of journal establishment	1983	2005	N/A	2015
Site	<a href="http://aaom.asia">http://aaom.asia</a>	<a href="http://www.iacmr.org/">http://www.iacmr.org/</a>	<a href="http://www.indam.in">http://www.indam.in</a>	<a href="https://www.africaacademyofmanagement.org">https://www.africaacademyofmanagement.org</a>

Sources: <http://www.africaacademyofmanagement.org>; <http://aaom.asia>; <http://www.indam.online/>; <http://www.iacmr.org/>; additional correspondence with AFAM, AAOM, INDAM, and IACMR offices.

\* Nominal and approximate.

\*\* APJM was adopted by AAOM in 2002. It was originally published by the National University of Singapore in 1983.

\*\*\*Associate member of the Academy of Management.

†The date is an estimate based on the trend of activities because it is neither in the history of AAOM (Lau, 2007) nor in AOM source ([www.aomonline.org](http://www.aomonline.org)).

stronger and greater, resulting in the early formation of MSCs from Asia. AAOM affiliated with AOM earlier than INDAM and AFAM. In addition, some MSCs had more founding members than others. Generally, the Asian academies seem to have had more founding members. AFAM had relatively few founding members (Nkomo, Zoogah, & Acquah, 2015). IACMR seems to have had the largest number of founding members in 2001 ( $n = 130$ ) (<http://www.iacmr.org/>), followed by AAOM (<http://aaom.asia/>) and INDAM (<http://www.indam.online/>). In terms of overall membership, AFAM has the lowest membership ( $n < 500$ ). The current memberships of AAOM, IACMR, INDAM, and AFAM are, respectively, 550, 800, 1300, and 400.<sup>2</sup>

Other differentiating characteristics include the nominal context (Asia and Africa) and the establishment of a journal. Except INDAM, all the MSCs have their own official journals. AFAM has the newest journal, *Africa Journal of Management (AJOM)*, which was established in 2015. AAOM's journal *Asia Pacific Journal of Management (APJM)* and IACMR's journal *Management and Organization Review (MOR)* have the highest ranking according to the Academic Journal Guide (2018): they have a 3 (out of 4) indicating 'international excellence'.<sup>3</sup> Ranked 2 by the same Guide, *AJOM* as a very young journal has become 'internationally recognized'.

Despite these differences, the MSCs have common issues, the first of which is challenges. All the MSCs have challenges that, although different, can affect their growth or viability. AFAM is challenged by the dual language problem – Anglophone and Francophone – arising from the colonial experiences of African countries. This duality is manifested in the formation of a competing MSC, the creation of 'Société Africaine de

Management’ (Society for African Management, [www.sam-ams.org](http://www.sam-ams.org)). It is presented as ‘advancing (sub-Saharan francophone) Africa through management knowledge and research’. However, a closer look shows that it is more of a consultancy than an MSC as described in this paper and consistent with Hambrick and Chen’s (2008) because it ‘offers four services: Accompaniment, Consulting, Training and Research ([www.sam-ams.org](http://www.sam-ams.org)). AAOM is challenged by regional dispersion; its members are distributed throughout the entire continent of Asia. Lastly, the MSCs share a common characteristic: they constitute academic social movements, groups of diffusely organized people striving toward a common goal relating to scholarly advancement within their respective regions (Hambrick & Chen, 2008).

### A Model of the Emergence of Management Scholarly Communities

As shown in Figure 1 and Table 2, we develop a model of the emergence of MSCs, with a focus on antecedents and processes. We identify relative deprivation, motivation to excel, and availability of role models as three key antecedents, which can be viewed as drivers. We highlight differentiation, legitimation, and mobilization as three key processes, which focus on gaining acceptance by internal and external stakeholders. In other words, despite their differences, our model emphasizes the common antecedents and processes of the MSCs.

In contrast to Hambrick and Chen (2008) who focus on admittance-seeking academic fields, our model centers on sustained activities of already admitted MSCs. We term it sustained emergence, because the continuous activities are intended to enhance not only the viability of the MSCs, but also the continued relevance of the MSCs to internal and external stakeholders. As a result, we distinguish admission processes from acceptance processes. We view acceptance as a process that involves discernment (reflection on the pros and cons of the MSC), valuation (estimation of the potential worth of benefits of the MSC), and participation (actual enrolment as a member of the MSC).

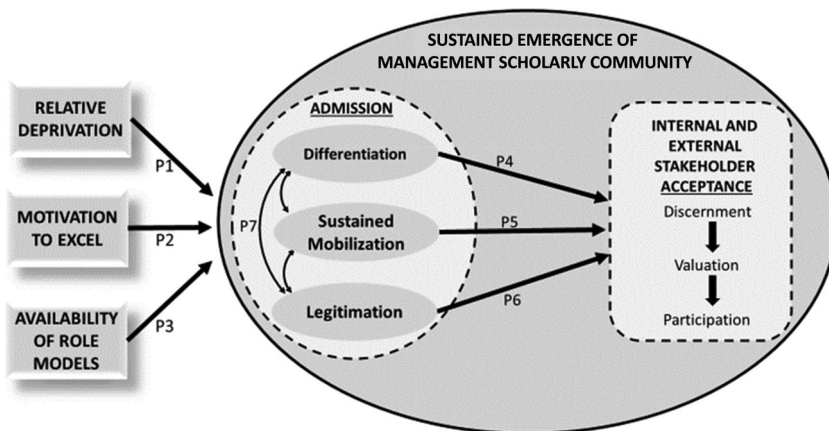


Figure 1. A model of the emergence of management scholarly communities.

**Table 2.** Management scholarly communities in Asia and Africa.

Admitted Management Scholarly Community (MSC) Element*	Asia			Africa
	Asia Academy of Management (AAOM)**	International Association for Chinese Management Research (IACMR)	Indian Academy of Management (INDAM)**	Africa Academy of Management (AFAM)**
<b>Differentiation</b>				
1. Portrayal of a socially important mission	Contribute to societal transformation	Facilitate transition of China	Facilitate transition of India	Contribute to societal transformation
2. Affirmation of worthiness by outside influential parties (claim of distinctiveness)	Early advocates for Asia management research	Early advocates for China management research	Early advocates for India management research	Early advocates for Africa management research
3. Portrayal of a mission that is complementary to adjacent fields	<b>Asian management as complement to Western management</b> 'to assume global leadership in the advancement of management theory, research and education of relevance to Asia'	<b>Chinese management as complement to Western management</b> IACMR is a premier scholarly association dedicated to the creation and dissemination of management knowledge with a focus on China. We aspire to be a professional organization of choice by management scholars, students, consultants, and practicing managers in and outside of China due to its emphasis on ethics, rigor, relevance, and impact.	<b>Indian management as complement to Western management</b> (1) the creation and dissemination of knowledge on Indian businesses, organizations, and other institutions both within and outside India; (2) to influence business and management policy and education; and (3) to act as a resource to develop the next generation of researchers and educators in India.	<b>African management as complement to Western management</b> (1) 'foster the general advancement of knowledge and scholarship in the theory and practice of management among African scholars and/or academics interested in management and organization issues in Africa (defined broadly to include all of Africa and individuals of African descent in the Diaspora - i.e., the Caribbean, South America, Europe, Asia, Oceania, the Middle East, and North America)' and (2) 'perform and support educational activities that contribute to intellectual and operational leadership in the field of management within the African context.'
<b>Sustained mobilization</b>				
4. External demand for the community's body of knowledge (conditions in support of ...)	Emergence of Asia as a center of major economic and technological activity; determination of a few scholars; interest of Western-training scholars to study Asia.	Emergence of China as a country open to world markets; leadership; determination of a few scholars; willingness of some scholars to help.	Emergence of India as a transition economy; leadership of the country; foresight of a few scholars; willingness of some scholars to help.	The turn of the century; increased number of African scholars; determination of a few scholars; President of AOM at the time

(Continued)

**Table 2.** Continued.

Admitted Management Scholarly Community (MSC) Element*	Asia			Africa
	Asia Academy of Management (AAOM)**	International Association for Chinese Management Research (IACMR)	Indian Academy of Management (INDAM)**	Africa Academy of Management (AFAM)**
5. Internal demand (from students)	Business and management schools with faculty	Business and management schools with faculty	Business and management schools with faculty	Business and management schools with faculty
6. Bounded set of shared interests (e.g., intellectual, economic, political, etc.) of members; and socially interconnected core members.	Asia management scholars who were interested in the advancement of management in Asia. The core members include M.-J. Chen, J. Cheng, C.-M. Lau (founding president), M. Hitt, K. Lee, K. Leung, S. Makino, K. Singh, D. Tse, and A. Tsui.	A greater set of interconnected core members led by A. Tsui who have a shared interest in the advancement of Asia through management scholarship.	Researchers interested in advancement of management in India. Two cofounders, P. Budhwar and A. Varma, provided initial direction on the course of INDAM.	African scholars who were interested in projecting the voice of Africa in the management field; a set of seven or eight who have been with the organization over a decade mobilizing external and internal constituents.
7. Existence of multiple forums	Biennial (once every two years) conferences; rotate across the continent; journal	Biennial conferences; fewer workshops; journal	Annual conferences not institutionalized; rotate across the country; no journal	Biennial conferences and workshops institutionalized; rotate across the continent; journal
8. Socially interconnected core and complementary variety	Linkage of scholars in Asia interacting and collaborating on career, academic, social advancement	Very strong linkage of scholars in China interacting and collaborating on career, academic, social advancement	Strong linkage of scholars in India interacting and collaborating on career, academic, social advancement	Linkage of scholars in Africa interacting and collaborating with those in the West: career, academic, social
9. Forums pose oblique competition to forums of the establishment	No other organization was representing Asia in AOM	No other organization was representing China in AOM	No other organization was representing India in AOM	The external competition (International Academy of African Business and Development, IAABD) was not specifically management-centered and therefore did not represent competition in the eyes of AOM
<b>Sustained legitimacy</b>				
10. Intellectual persuasion	<i>Asia Pacific Journal of Management</i> – ranked as 3***	<i>Management and Organization Review</i> – ranked as 3***		<i>Africa Journal of Management</i> – ranked as 2***
11. Emulation of norms and styles of adjacent establishment fields	Very high proportional representation in the field – top-tier publications, editorships, editorial board representations	Very high proportional representation in the field – top-tier publications, editorships, editorial board representations	High proportional representation in the field – top-tier publications, editorships, editorial board representations	Relatively small proportional representation in the field – top-tier publications, editorships, editorial board representations

\* The 11 dimensions are adapted from Hambrick and Chen (2008).

\*\* Affiliates of AOM.

\*\*\* Academic Journal Quality Guide, formally Association of Business Schools (ABS): 'Rankings in these lists were standardized at this stage, bearing in mind the UK RAE 2008 classification of research outputs as 4\* (best work in the field), 3\* (international excellence), 2\* (internationally recognized), and 1\* (nationally recognized)' (Harzing Journal Ranking List, p. 4).

## Antecedents

### Relative Deprivation

MSCs arise due to deprivation. Hambrick and Chen (2008, p. 43) note that ‘if the field did not advance, these professors faced a long period of status and resource deprivation within their schools, while members of other fields gained resources and influence.’ Research in social movement organizations shows relative deprivation as a factor influencing their emergence (Gurr, 1970). Relative deprivation, a classic social psychological concept, refers to the judgment that one or one’s group is disadvantaged compared to a relevant referent, and that this judgment invokes feelings of dissatisfaction and resentment (Smith, Pettigrew, Pippin, & Bialosiewicz, 2012). It has been studied since the 1950s, resulting in empirical evidence on antecedents, processes, outcomes, and moderators (Smith et al., 2018). It has subjective and objective evaluations.

Consistent with the social movement literature, we contend that relative deprivation is a driver for MSCs. Prior to their formation, individual management scholars who experienced deprivation relative to advantaged Western scholars (1) first made cognitive comparisons about the statuses of the two groups, (2) then made cognitive appraisals that they or their groups were disadvantaged, and (3) resented the unfair and undeserved disadvantages (Pettigrew, 2015; Smith et al., 2012). Even though relative deprivation has individual and group components (Runciman, 1966), we are interested in only the group component. The founding executives of all the MSCs acted as representatives of their groups. Research shows that relative deprivation predicts a wide range of outcomes (Walker & Smith, 2002), suggesting that it is likely to determine the emergence of MSCs.

A review of the motivations for establishment of AAOM, IACMR, and INDAM as well as AFAM suggests that they were driven by a desire to respond to the lack of scholarly communities relative to AOM, which is based in the United States. Not only did AAOM want to project scholarship that is unique to the Asia Pacific region, scholars interested in that region wanted a status similar to AOM as de facto representatives of that region (Meyer, 2006; Yiu et al., 2018). AAOM’s mission is ‘to assume global leadership’ in management research, education, and knowledge dissemination in Asia and on Asia (Lau, 2007, p. 401). Similarly, anecdotal evidence suggests that due to perceived deprivation, Indian scholars of management established a scholarly community to represent India. With regard to AFAM, the founding executives felt that Africa was the only major region that did not have a scholarly community to represent it, a view echoed by Walsh (2011). This relative deprivation was thus a major motivational driver behind the establishment of the MSC. It is therefore likely that relative deprivation motivates reactions to the void in scholarship communities within the respective territories, resulting in the establishment of MSCs. In summary:

**Proposition 1:** *The degree to which scholars associated with a particular territory feel deprived in terms of intellectual and professional standing relative to others is likely to influence the emergence of an MSC.*

### Motivation to Excel

Academies are knowledge generation enterprises. As a result, they are embedded with explicit and latent desires for excellence (Peng & Dess, 2010). In this paper, we define



motivation to excel as the collective desire to achieve high-impact research outcomes. High-impact research that indexes scholarly productivity in management generally refers to publications in top-tier journals that tend to disseminate scientifically superior studies (Aguinis & Vandenburg, 2014; Zoogah, Zoogah, & Dalaba-Roohi, 2015b). High-impact research is so significant that some universities encourage their members to achieve high-impact publications because such publications facilitate legitimacy (Peng & Dess, 2010), development of identity (Agarwal & Lucas, 2005), and welfare of constituents (Aguinis, Shapiro, Antonacopoulou, & Cummings, 2014).

Research shows that supportive and collaborative environments facilitate high-impact research (Pandza, Wilkins, & Alfoldi, 2011; Schmitt, 2014). Such environments are created through MSCs (Hambrick & Chen, 2008). Even though informal communities can achieve similar goals, legitimization and identity are additional factors that drive emergence of formal MSCs. Further, the ability to influence major constituents within a particular territory is enhanced with formal MSCs. For example, it seems more likely that Chinese professionals and government agencies would heed or solicit the advice of Chinese MSCs, if they exist, than foreign MSCs. By excelling, MSCs indirectly help the respective territories to rise in geopolitical prominence and legitimacy. It seems clear that there is some correlation between dominance of the United States as a superpower geopolitically and dominance of AOM as a center of excellence within management academia. To the extent that the desire to excel is strong, it is likely to be associated with the establishment of scholarly communities. Therefore:

**Proposition 2:** *The degree to which scholars associated with a particular territory are motivated to excel is likely to influence the emergence of an MSC.*

### **Availability of Role Models**

Role models are individuals (and groups) with emulative attributes for MSCs. The literature on social movement organizations suggests that such actors are instrumental to the emergence and sustenance of social movements (Magar, 2003). There are two forms of role modeling. Internal role modeling refers to exemplary scholarly attitudes and behaviors worthy of emulation by members of the MSC, while external role modeling refers to exemplary scholarly attitudes and behaviors worthy of emulation by individuals exogenous to the MSC. The latter enables potential members to identify with the MSC. Both internal and external role modeling enable MSCs to strengthen the capabilities of their members. They also enable the MSC to be valued highly by the internal members.

Individual models provided inspiration for the formation of the MSCs in this paper. For example, A. Tsui worked indefatigably for a number of years to set up and lead IACMR. Her role in AOM and stature as a world-renowned scholar persuaded many junior and senior scholars to join IACMR (Tsui, 2004). For AAOM, the initial chairs of the informal group that formed in 1998 – C.-M. Lau and D. Tse – served as role models. For INDAM, P. Budhwar and A. Varma as co-founders were instrumental in its formation as a ‘a global platform for management scholars in India and elsewhere to network, collaborate, and conduct research in India’ (<http://www.indam.online/about-us/>).

For Africa, D. B. Zoogah suggested the idea to M. Acquah and S. Nkomo who supported it. That combination enabled AFAM to achieve its goals faster relative to those



in Asia. For example, relative to the journals by Asian MSCs, it took a shorter period of time (three years) for *AJOM* to reach an Academic Journal Guide (2018) ranking of 2. Even though the availability of internal role models is critical to the formation of the MSC, there have to be external role models who also sustain the growth of the MSC. Asian MSCs seem to have more external role models (i.e., non-Asian prominent scholars with emulative attributes) than those of African MSCs. The profusion of Asian scholarship in top-tier journals seems to be in part due to external role models who collaborate with junior, less well-known scholars. Thus far, the same cannot be said of AFAM. Consequently, there are differences in growth patterns.

Nevertheless, models are instrumental to the emergence of MSCs. By modeling behavior and providing support, MSCs help to transfer knowledge and skills from the more dominant AOM to the territories of the MSCs in Asia and Africa. The emulative behavior and collaboration allow members to fulfill their identity and instrumental needs (Klandermans & van Stekelenburg, 2013). Therefore:

**Proposition 3:** *The degree to which scholars associated with a particular territory have academic role models with experience and competence is likely to influence the emergence of an MSC.*

## Emergence Processes of MSCs

The emergence processes of MSCs comprise admission procedures and acceptance by internal and external stakeholders. In their model of admittance-seeking social movements, Hambrick and Chen (2008) propose speed and quality of admission as outcomes of academic fields. All the MSCs we focus on are either affiliates or associates of the AOM. As a result, they also have procedures worthy of their admission as scholarly communities. However, because they have already been admitted, the criterion is no longer admittance-seeking but rather acceptance. They have to be accepted by their internal and external stakeholders within the respective contexts.

## Stakeholder Acceptance

Acceptance is important because the outcomes of an MSC's emergence depend on it. We define acceptance as the degree to which an MSC achieves approval or favorable reception from its major stakeholders – those who patronize activities, practices, and systems, as well as those who appreciate its outcomes. MSCs that are not accepted by external and internal stakeholders are unlikely to be viable or effective (Zimmerman & Zeitz, 2002). We also contend that acceptance varies from passive to active endorsement and involves discernment, valuation, and participation of internal and external stakeholders in the activities of the MSC. The multiplicity of communities and the peripherality of scholarly bodies within the social systems suggest that MSCs have to be accepted as central bodies.

As a passive form of acceptance, discernment involves more thorough and critical understanding of the nuanced objectives of MSCs. Strategic discernment, the process of developing an acute judgment and appraisal of the fundamental directions of MSCs, involves psychological and moral forms. Psychological discernment focuses on comprehension of the behavioral orientations of MSCs while moral discernment centers on the

rightness of decisions and actions of MSCs. Strategic discernment enables junior and senior scholars to endorse MSCs.

Valuation refers to the degree of fair and objective judgments about MSCs. Value theory encompasses a range of approaches to understanding how, why, and to what degree people value others, ideas, and objects (Debreu, 1972; Smith, 1976). Value has diverse meanings because it has been studied in various disciplines in the social sciences (Crott, Szilvas, & Zuber, 1991). In this paper, we regard value as broad preferences concerning appropriate courses of actions (i.e., judgements) of MSCs. Valuation, a moderate form of acceptance, is based on the preferences of internal and external stakeholders regarding the activities and actions of MSCs. To the extent that MSCs are judged to have high value, acceptance by stakeholders is likely to be greater. The valuation of MSCs as part of the acceptance by stakeholders derives from a clear understanding and appreciation of the activities of MSCs. As we discuss below, positive valuations lead to participation by stakeholders.

Participation refers to the involvement of stakeholders, particularly new members, in the activities of MSCs. It is an active form of acceptance. It manifests in admittance-seeking academic fields as mobilization (Hambrick & Chen, 2008). In the context of MSCs, members – through involvement in value-adding practices such as workshops, conferences, and caucuses – demonstrate internalization of the mission and vision of MSCs.

The base of these three elements are what we call value-enhancing practices of the MSCs. By value-enhancing practices, we mean the sets of activities that are undertaken by the MSCs to improve upon the already established value associated with their formation and admission. Value-enhancing practices that develop the capabilities of members beyond their training (such as new methods) are likely to be appreciated by members. Peng (2007) identifies an official journal, conferences, and professional development workshops as activities that have enabled AAOM to advance as a new venture. IACMR has training programs, one of which explicitly focuses on research methods (<http://www.iacmr.org/>). Practices suggestive of societal contribution are likely to be discerned and valued highly as worthy of involvement by external stakeholders. Mainstreaming journals as exemplified by *MOR*'s efforts to go beyond China to cover emerging economies, and projecting confidence through legitimation of constructs (such as *guanxi* – the Chinese system of social networks and influential relationships) within the global management lexicon appeal to internal and external stakeholders (Alston, 1989; Chen & Chen, 2004; Li, Leung, Chen, & Luo, 2012).

### **Admittance Procedures**

Three factors contribute to the speed and success of being admitted as an academic field: differentiation, mobilization, and legitimation (Hambrick & Chen, 2008). Differentiation, the degree to which the aspiring entity distinguishes itself, involves the portrayal of an important mission, a claim of distinctiveness, and a mission that complements other fields. In our paper, differentiation activities are not to seek admittance but rather for approval by internal and external constituents as an MSC. Pre-admittance differentiation therefore is not the same as post-admittance differentiation. The focus of pre-admittance differentiation seems to be on demonstration of the relevance or significance of the organization in terms of complementing the globalization objectives of AOM.<sup>4</sup> The focus of post-

admittance differentiation is on demonstrating importance to both the country or continent and the global community (Table 2).

**Differentiation.** Differentiation is a positioning strategy. As a result, it is characterized by a number of features that distinguish a particular MSC from others: significant mission, worthiness, and complementarity. The first feature is the portrayal of a socially important mission (Hambrick & Chen, 2008). AAOM represents broadly the continent of Asia. As a result, its mission is significant to the extent that it contributes to the societal and economic transformation of Asian countries. This mission is consistent with the empirical evidence that management influences national development (Bloom, Genakos, Sadun, & Van Reenen, 2012). INDAM, on the other hand, has a country-specific mission: facilitating India's economic development through improvement in management. Similar to INDAM, IACMR focuses on China. It also seeks to enhance the transition of China from a developing country to a developed one (Bruton, Ahlstrom, & Chen, 2019). One way to achieve this objective is the scientific management knowledge that can facilitate effective management of companies. Management scholars are encouraged by Hong Kong and Singapore governments, for example, to generate impactful research (top-tier publications) through government-funded research grants.<sup>5</sup> AFAM differs from IACMR and INDAM in that AFAM focuses on the entire continent. In that regard, AFAM is similar to AAOM. Its mission is therefore significant to the extent that it can contribute to societal and economic transformation of the continent. Indeed, it has been observed that high-impact research in Africa is meaningful because it can lead to societal transformation in Africa (Barnard, Cuervo-Cazurra, & Manning, 2017; Heshmati & Hartvigson, 2018; Zoogah et al., 2015b).

Second, MSCs differentiate themselves by affirming their worthiness to outside constituents (Hambrick & Chen, 2008). It is a way by which they assert a claim of distinctiveness not only to their members, but also to potential new members who are interested in joining them or to non-members (e.g., government officials) who are interested in accessing their resources. AAOM differentiates itself in two major ways. First, it was an early advocate for Asia management research (Lau, 2007; Peng, 2007). That advocacy distinguished it from other potential organizations. Second, because the time of its establishment coincided with the emergence of Asia Pacific economies led by China, it seems to have been appreciated throughout these economies, such as those of Australia, Hong Kong, Singapore, and Taiwan. INDAM's early advocacy also coincided with the advent of India as a major emerging economy. A professional organization that specialized in management was not only important in the acquisition of knowledge resources from the West to aid in India's nascent industrial development, but also in aligning with the rise of Indian management scholarship as manifested in top-tier publications (Khatri, Ojha, Budhwar, Srinivasan, & Varma, 2012). China's emerging economic power began around the beginning of the 21st century. The quest for knowledge not only to aid in China's development processes, but also to symbolize its potential was recognized by the pioneering scholars who envisioned IACMR as a potential source of distinctive knowledge.

AFAM was also recognized by its early advocates as a distinguishing MSC, particularly in the Anglophone countries. How it distinguishes itself from other organizations thus differs from the other MSCs discussed above in two ways. First, there is a geographic distinction: Anglophone Africa is distinct from Francophone Africa with regard to language. Second, unlike INDAM and IACMR, Africa has 54 countries, some of which do not have reputable

business schools (Baba, 2018). For these reasons, the ability of AFAM to differentiate itself to external constituents such as national educational authorities is constrained. In other words, the challenges of AFAM seem to constrain its ability to distinguish itself in the same way as the Asian MSCs (Nkomo et al., 2015).

Third, academic communities have to portray missions that are complementary to adjacent fields (Hambrick & Chen, 2008). In that regard, the academic communities in Asia and Africa not only have to show how their missions complement those of other fields externally (e.g., how the mission of IACMR complements that of AAOM), but also how they do so internally (i.e., within AOM). The internal complementarity is important because of the strategic objective of AOM – globalizing the organization (Hambrick & Chen, 2008; Peng, 2007). One way to achieve that goal is to admit MSCs that have complementary missions. The external complementarity is also significant because of the collaborative nature of management. It is suggested that Asian management can ‘assume global leadership in the advancement of management theory, research and education of relevance to Asia’ if it complements Western management (<http://aaom.asia/>). A similar objective is observed with Indian management. It seeks complementarity with Western management in the creation and dissemination of knowledge on Indian businesses, organizations, and other institutions both within and outside India. It also seeks to influence business and management policy and education, and to act as a resource to develop the next generation of researchers and educators in India. The third scholarly community, IACMR, seeks Chinese management to complement Western management in the creation and dissemination of management knowledge with a focus on China.

Lastly, African management seeks to complement Western management by fostering ‘the general advancement of knowledge and scholarship in the theory and practice of management among African scholars and/or academics interested in management and organization issues in Africa (defined broadly to include all of Africa and individuals of African descent in the Diaspora – i.e., the Caribbean, South America, Europe, Asia, Oceania, the Middle East, and North America)’ (<http://www.africaacademyofmanagement.org>). It also seeks to ‘perform and support educational activities that contribute to intellectual and operational leadership in the field of management within the African context.’ Therefore:

**Proposition 4:** *The degree to which an MSC differentiates itself from others is likely to be positively associated with its acceptance by internal and external stakeholders.*

**Mobilization.** Mobilization, the process by which an academic field harnesses resources from internal and external agencies, is so fundamental that the speed and success of admission cannot occur without it (Frickel & Gross, 2005). The extent to which the field demonstrates a sense of community – and a body capable of generating meaningful knowledge that will benefit both the community and its members and society in general – depends on the cadre of individuals gathered for the cause and course of the field. Even though Hambrick and Chen (2008) focus on mobilization before admittance as an MSC, research shows that social movements do not stop their mobilization efforts after they have gained legitimacy Tilly, 1978. Instead, the mobilization continues after their founding (Frickel & Gross, 2005). Mobilization may shift to non-academic field members or potentially qualified scholars who did not, for whatever reason, join the

field during its ascent. In that regard, we modify Hambrick and Chen's (2008) four indicators.

First, the degree to which there is external demand for the MSC's body of knowledge is an indicator of sustained mobilization. Specifically, it focuses on the conditions that support sustained growth of the academic field. All the MSCs examined here were enabled by similar but different conditions. The first condition is that they all emerged because of demand for a corpus of knowledge centered on the specific contexts as well as conditions that supported their continued growth. For AAOM, the rise of Asia as a center of major economic and technological activity indicated a need for a corpus of management knowledge that could assist with the industrial growth (Peng, 2007). The determination of a critical mass of scholars and the interest of Western-trained scholars to study Asia were major conditions. Given that the continued growth of the countries depends on scientific evidence, the continued demand for knowledge of effective industrial management constitutes a basis for the MSC's existence. Western-trained Asian scholars as well as non-Asian scholars interested in studying Asia's rise help to fulfill goals of governments of Asian countries interested in Western knowledge.

For INDAM, management knowledge and expertise that contributes to industrial productivity of not only call centers, but also information technology start-ups in the transitional economy of India was critical (Batt, Doellgast, Kwon, & Agrawal, 2005). The need for management knowledge was therefore acute given the low density and motivation of some scholars to direct their investigative or scientific lenses on India (<http://www.indam.online/>). The leadership of the country, foresight of the founders and a few early management scholars (<http://www.indam.online/about-us/>), as well as the willingness of some members helped to sustain INDAM. Similarly, the emergence of China as a country open to the world created a demand for IACMR's body of knowledge. The Chinese government leadership finds organizations such as IACMR congruent with its global aspirations, and the National Natural Science Foundation of China has funded IACMR conferences.

For AFAM, at least two factors were propitious for mobilization of resources. First, at the turn of the century, an awakening on the state and deprivation of Africa motivated the formation of organizations to project the episteme of Africa. Second, the mobilization of members seemed relatively easy because of the nontrivial number of African scholars in the management domain. As part of the mobilization, AFAM has a rotating conference that moves across the five regions of Africa.<sup>6</sup> Another condition supporting the growth of AFAM as an MSC is the dogged determination of the first few executives who worked tirelessly towards the formation of AFAM. It was also facilitated by the President of AOM at the time, James Walsh, who championed the cause of AFAM before the AOM board of governors with regard to conducting workshops in Africa as a way of mobilizing members on the continent, and sacrificed his time to participate in the earlier initiatives and activities of AFAM (e.g., the 1st and 2nd Africa Faculty Development Workshops in Accra, Ghana; and Kigali, Rwanda, respectively).

Another indicator is the internal demand for the MSC. The internal demand gauges the level of interest in the field, not only for its formation but also its continued existence. Consistent with Kuhn (1970), these indicators center on the degree to which the field can experience a scientific revolution. It relies on a student base. For all the MSCs, the internal demands are associated with the existence of (1) business schools, (2) management

faculties, and (3) doctoral programs of business and management. Of course, the weight of each of these factors differs across contexts. At the moment, Africa has the lowest proportion of schools of business as well as faculty and doctoral programs of management. But these business schools, management faculties, and doctoral program are increasing (Akoto & Akoto, 2018; Baba, 2018; Heshmati & Hartvigson, 2018; Lee, Thomas, Thomas, & Wilson, 2018).

The third indicator of sustained mobilization is the degree to which there are shared interests among members of the MSC and socially interconnected core members. Each of the MSCs – AAOM, IACMR, INDAM, and AFAM – has core members and founders. For AAOM, the core members were not only interested in Asia but also interconnected. They included M.-J. Chen, J. Cheng, C.-M. Lau (founding president), M. Hitt, K. Lee, K. Leung, S. Makino, K. Singh, D. Tse, A. Tsui, and C. Wong (Lau, 2007: 402). They connected with non-Asian scholars (primarily those from the United States) who were also interested in Asian management research and Asians who could be mobilized into an academic field that focused on Asia. Core members of INDAM, including the founders, P. Budhwar and A. Varma, were interested in the advancement of management in India. As a result, they provided initial direction on the course of the MSC. They also established connections with other scholars of Indian origin who sojourn abroad. A greater set of interconnected core members who have a shared interest in the advancement of China is found in IACMR. There was a large number of scholars who were mobilized to form IACMR. That number increased after the MSC's formation. Lastly, of the seven to eight core members of AFAM who were interested in projecting the voice of Africa in the management field (M. Acquah [founding treasurer]; S. Nkomo [founding president], and D. B. Zoogah, [founding secretary]), a few individuals more vigorously mobilized both internal stakeholders (within AOM) and external stakeholders (connections with the International Association of African Business and the Association of African Deans of Business Schools) to facilitate the growth of Africa and of scholarly communities focusing on Africa. All the MSCs seem to have increased their connections as indicated by the increased membership.

Further, sustained mobilization is indicated by the degree to which the core members are interconnected socially and the amount of complementarity with other organizations. That complementarity is important in sustaining the MSCs because it establishes strong linkages between scholars in the respective contexts and their peers in the sojourn. Such linkages manifest with regard to career, publication, and social interactions. The relational and network capital acquired through the collaborations often leads to career-propelling opportunities (e.g., publication in top-tier journals). The linkages seem strongest in IACMR (i.e., among Chinese scholars) followed by AAOM and INDAM. The collaborative linkages seem minimal in AFAM for three reasons. First, as a nascent entity, it has not developed as many networks as the other MSCs. Second, the proportion of management scholars who are interested in or associated with Africa is relatively small. As a result, the density of networks is low. Third, the academic radar at the moment is directed toward Asia, which suggests limited epistemic capital.

The last indicator of mobilization, the presence of forums that do not compete with those of the admitting organization, does not seem a major issue with regard to the MSCs in this paper for the simple reason that they have all already been admitted into the 'sacred temple'. Within AOM, no other organizations represents their respective



contexts: Asia, India, China, and Africa. However, their viability also depends on the external organizations that may compete with their forums. AFAM, for example, faces some competition from the International Academy of African Business and Development (IAABD) even though the latter is not management-specific (Zoogah, 2008). The Asian academic fields may be competing because they are in the same region. However, it is unlikely that AAOM and IACMR will cannibalize each other because they represent different contexts.

In addition to the connections, MSCs have to demonstrate the existence of multiple forums. The forums are avenues for current and potential members to interact either personally or through discourse. They are indicated by caucuses and conferences. AAOM has had ten biennial conferences rotating across the Asian continent, and established its own journal, *APJM*. INDAM has had four conferences. In contrast to the other MSCs in this paper, the conferences of INDAM do not seem to be institutionalized; rather, they are held when convenient. The conference rotates across the country. INDAM does not have a journal at the moment. This is surprising to us for three reasons. First, contrary to expectations, historically, India, with the help of leading US business schools (such as Harvard), established a number of quality graduate management schools in different parts of the country (such as Indian Institute of Management campuses established in Calcutta and Ahmedabad in 1961) and one would have expected that these would play a leading role in the emergence of MSCs in the country, including establishing a scholarly journal. Second, way back in the 1970s, there were active AOM members of Indian origin (such as R. N Kanungo, and G. Kanaway), more than China or other parts of Asia. Third, there is a high proportion of scholars of Indian descent who are gatekeepers (editors, associate editors, reviewers) of the top management journals.<sup>7</sup> IACMR has had eight biennial conferences since its founding. It also has a journal. In addition, during the years when IACMR does not have biennial (regular) conferences, it holds research, doctoral, and practitioner workshops. Lastly, AFAM has organized three conferences in Africa and one in the United States since its founding in 2011 and established its journal in 2015. Similar to the other fields, AFAM's conferences rotate through the continent. In addition, AFAM has institutionalized faculty development workshops – Africa Faculty Development Workshops (AFDWs), which are held during the 'off year' between biennial conference years. So far it has organized workshops in 2011, 2012, 2015, and 2017, and is planning another one for 2019, in Egypt (<https://www.africaacademyofmanagement.org/>). We therefore propose:

**Proposition 5:** *The degree to which an MSC has sustained mobilization of resources is likely to be positively associated with its acceptance by internal and external stakeholders.*

**Legitimation.** Mobilization of resources is a necessary condition but not a sufficient one. It has to be backed by legitimacy (Frickel & Gross, 2005; Hambrick & Chen, 2008; Suchman, 1995) for internal and external stakeholders to accept it. Stakeholders tend to identify or connect with entities that are legitimate. Walsh, Weber, and Margolis (2003, p. 14) note that 'the risk that a foundational component of management scholarship will continue to drift away, undetected, is augmented by two concrete pragmatic factors: the resource and legitimacy pressures that shape management scholarship.' Legitimacy refers to a generalized perception that the actions of an entity are desirable, proper, or appropriate



(Suchman, 1995). Legitimacy is important, because MSCs with higher legitimacy tend to attract more capable members than those with lower legitimacy (Certo, Sirmon, & Brymer, 2010; Rynes & Brown, 2011; Zimmerman & Zeitz, 2002). We define legitimacy-building, the process by which the MSCs achieve authenticity, as involving intellectual persuasion and emulation of norms and styles of similar-minded but already legitimated MSCs.

All the MSCs discussed in this paper are relatively new – the oldest (AAOM) is less than 25 years old. As a result, they have the ‘daunting task’ (Suchman, 1995, p. 586) of persuading other management fields and groups of the need for (and propriety of) the association, as well as the credibility of the people who are engaging in it. One instrument that aids in that persuasion is scientific journals (Hambrick & Chen, 2008; Peng & Dess, 2010). MSCs use journals as mechanisms to persuade constituents – students, faculty, and policymakers – about their legitimacy. Except for INDAM, all the other three academic fields have journals. The latest journal is the AJOM, which has a three-part structure: Research, Dialogue, and Insights. AJOM is to be ‘a top-tier management journal devoted to the African context’ (Kiggundu & Lamont, 2015, p. 1).

The last indicator of legitimacy-building is emulation of norms and styles of adjacent establishment MSCs, especially AOM (Hambrick & Chen, 2008). The modeling manifests in diverse ways, the first of which is representation in the major instruments of the broader field, such as top-tier publications, editorships, editorial boards, and AOM divisional leadership. The more members of an MSC are represented in particular instruments, the greater the likelihood that it will be perceived as legitimate. Both AAOM and IACMR have a very high proportion of members who are represented in top-tier publications, editorships, editorial boards, and divisional leadership. Relative to AFAM, INDAM has more representation in the instruments of legitimacy. One reason may be a greater interest of scholars with Indian heritage showing greater pride in their identity. Another reason may be the relatively smaller proportion of scholars with an African heritage in the AOM. The ability of AFAM to model the norms and styles of other MSCs therefore depends on the number of scholars in the management field. Overall:

**Proposition 6:** *The degree to which an MSC achieves legitimacy is likely to be positively associated with its acceptance by internal and external stakeholders.*

## Dynamics

The above discussion proposes linear effects of differentiation, legitimacy, and mobilization. However, research shows that the contexts of Asia and Africa are characterized by greater institutional and industrial dynamics (Barnard et al., 2017; Ellis, Lamont, Reus, & Faifman, 2015; Hofstede, 2007; Lebedev, Peng, Xie, & Stevens, 2015; Meyer & Peng, 2016; Mol, Stadler, & Ariño, 2017; Peng et al, 2018; Zhu & Zhu, 2016; Zoogah et al., 2015a). Zoogah et al. (2015a), for example, note that the dynamics of the African context influence the effectiveness of organizations. Given that MSCs are social movement organizations, institutional dynamics are likely to affect their acceptance by internal and external stakeholders.

Environmental dynamics manifest in diverse forms. While some dynamics are linear, others are stochastic or nonlinear (Van De Ven & Poole, 1995; Zoogah, 2014). The latter

is suggested in the model (see [Figure 1](#)). We contend that the various elements of differentiation, mobilization, and legitimacy are likely to jointly influence stakeholder acceptance. The socially important mission of MSCs (differentiation) is likely to join with the socially interconnected core of MSC (sustained mobilization) and emulation of norms (sustained legitimacy) to influence acceptance by internal and external stakeholders. Not only do the missions change with the variations of the internal and external constituents, but so do the norms to which the core leaders of MSC interconnect such that the likelihood of acceptance depends on the joint effects of those factors.

These effects are similar to those suggested by Hambrick and Chen (2008). However, in contrast to their dynamics, we take into consideration the manifest and latent influences of the environment in the contexts of Asia and Africa (Zoogah, in press). For example, Zoogah (2018b) suggests that in Africa, some currents that influence industrial and organizational changes seem invisible or underground while others are manifest. The surge of the former sometimes torpedo the latter to affect organizational outcomes. Consequently, we argue that the dynamic effects of admission that derive from the dominance or activation of any of the factors is likely to jointly influence acceptance by internal and external stakeholders. Therefore:

**Proposition 7:** *The admission factors dynamically influence acceptance by internal and external stakeholders.*

## Discussion

The increasing interconnectedness of the world in a knowledge-based era has resulted in the growth of scholarly communities to help members maximize the goals of knowledge generation. While some communities are constitutive of AOM, others are territorial.

## Contributions

Overall, three contributions emerge. First, extending Hambrick and Chen (2008), we suggest a conceptual model that can be validated with regard to the drivers and processes behind the emergence of MSCs. The propositions we offer can be tested using positivistic and/or constructivist methods. Given the expansion of scientific research and the growth of academic communities across the globe (Magala, 2006), it seems imperative that such drivers and processes be explored.

Second, for the first time in the literature, we have compared and contrasted the emergence of MSCs in Asia and Africa, culminating in a model that may be generalizable to other aspiring scholars endeavoring to expand such communities in other parts of the world. Sociology of science scholars have had a long-run interest in the emergence of certain academic fields (Astley, 1985; Cole, 1983; Frickel & Gross, 2005; Kuhn, 1970; Lodahl & Gordon, 1972). However, most of this research is Euro-American-centric (Hambrick & Chen, 2008), and pays little attention to the emergence of scholarly communities in geographically dispersed regions such as Asia and Africa. Therefore, our model has wide relevance, not only articulating the emergence of a scholarly field (management) in such emerging economies, but also highlighting the environmental and institutional differences impacting such emergence in various regions.

Third, for a long time, researchers have shown that there is a pecking order in academic fields (Cole 1983) and that this order determines epistemic outcomes of individuals and groups. We propose initiatives that MSCs may take in order to move up the rungs. We suggest that for admitted MSCs acceptance seems critical. We focus on territorial MSCs because of the additional demands beyond scholarship: engagement in activities that enable members and the MSC to rise up the pecking order. The viability of territorial MSCs depends very much on such activities. Legitimacy of the MSCs outside the scholarly communities is critical, especially for emerging economies whose society and institutional context has limited exposure to management scholarship. For example, for AFAM, territorial legitimacy is critical at national, regional and continental levels.<sup>8</sup> Its recent initiatives to form collaborative relationships with the Africa Union is a concrete step in the right direction. Such relationships with ‘external stakeholders’ are more likely to provide it greater legitimacy. To the extent that they are effective, such relationships can help balance the oversized role of international and supranational organizations (e.g. World Bank, IMF, UNDP, etc.) in Africa. Our model contains activities (acceptance activities) that sustain MSCs as well as those that facilitate their admittance (admittance activities). Even though there is no way to know how all the MSCs examined in this paper might have been different, anecdotal evidence suggests that previous attempts to establish Africa-focused MSCs in the 1980s and 1990s, for example, were not successful. One reason might be the admission process outlined in our model was not followed. A second reason is that the leaders of that era were probably focused on only internal stakeholders. A third reason may be that they did not project value-creating practices in their nascent efforts. To the extent that an MSC incorporates acceptance activities, it is likely to be accepted as a meaningful community of management scholars.

### ***Limitations and Future Research Directions***

Our model is deliberately simple to facilitate empirical investigation and to enable generalizability beyond the MSCs we examined. However, additional drivers may be identified. We suggest validation of our factors as well as new empirically-derived factors. It would also be interesting to learn additional attributes that facilitate admittance and acceptance. We have assumed, based on Hambrick and Chen (2008), differentiation, legitimacy, and mobilization as critical factors. It is likely other factors may explain the variance in admittance.

We have also identified value-enhancing practices that sustain the acceptance of MSCs. It is likely there are more value-enhancing practices that we are not aware. To the extent that future research identifies such practices, it is likely future MSCs which are interested in enhancing their viability will not avoid such practices. Along the same lines, we do not identify contingencies. Given the contextual differences, it seems there may be contingencies. We encourage future research to identify such factors. It would also be interesting for future research to examine exogenous influences on MSCs that either enhance, buffer, or constrain their performance. We have assumed that MSCs are likely to perform well because of the features of their admission. That may not be true because the performance criteria might be different.

## Conclusion

Overall, the interconnectedness of the globe and the increasing desire for parity of status in management academia has resulted in the formation of scholarly communities in Asia and Africa. In this paper, we not only examine factors that contribute to their establishment in the management domain, but also the features that define their existence and acceptance. Our model provides a basic framework that future researchers can test empirically through case studies and comparative research that deepens and broadens our propositions. Ultimately, we hope that our paper will prove to be useful for future aspiring scholars eager to advance scholarly communities in other academic areas and geographic territories, such as Central Asia, Latin America and the Caribbean, the Middle East and North Africa.

## Notes

1. The Academy of Management (AOM) ([aom.org](http://aom.org)) is a professional association for scholars of management and organizations that was established in the United States in 1936. In 2015, it developed strategic objectives that focused on internationalizing the organization (<http://aom.org/About-AOM/StrategicPlan/Strategic-Objectives.aspx?terms=strategic%20objectives%20>). Motivated by that goal, it organized the first global conference in 2013 at the Gordon Business School, University of Pretoria, South Africa (<http://aom.org/Meetings/AOM-Africa-Conference.aspx?terms=global%20conference>). The global conference projected the image of AFAM to some degree
2. These figures reflect nominal membership; it is not clear how many are active (i.e., fee-paying) or passive (non-fee-paying).
3. The Academic Journal Guide, formally Association of Business Schools (ABS), is a UK-based organization that ranks 'research outputs as 4 (best work in the field), 3 (international excellence), 2 (internationally recognized), and 1 (nationally recognized)' (<https://charteredabs.org/academic-journal-guide-2018/>).
4. AOM is a significant force behind the globalization of management research and teaching worldwide. It is important because of the foundational role it has played and continues to play in the emergence of MSCs worldwide. It can be argued that the MSCs described in this paper would probably not have emerged in the way that they have, had AOM not played the supportive role. For the AFAM in particular, two instrumental actions were significant: hosting its first global conference at the Gordon Business School, University of Pretoria, South Africa in 2012; and endorsing the Africa Faculty Development Workshops, the first of which was held in Accra, Ghana in 2012. Even though both activities were won on competitive basis – global conference proposal and strategic doing proposal respectively – the choice of Africa signalled a desire to include Africa in global scholarship. We thanks a reviewer for this insight.
5. Conversation with a chair of the management department at the Hong Kong University of Science and Technology.
6. The first AFAM biennial conference on the continent (2014) took place in Gaborone, Botswana (southern Africa); the second (2016) in Nairobi, Kenya (east Africa); and the third (2018) in Addis Ababa, Ethiopia (east Africa). Future conferences are planned for 2020 in Lagos, Nigeria (west Africa); and 2022 in north Africa.
7. We thank a reviewer for this point.
8. We thank a reviewer for this point.

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## Notes on Contributors

**David B. Zoogah** (PhD, Ohio State University) is an Associate Professor of Management at the Williams College of Business, Xavier University, Cincinnati, Ohio, and a Visiting Professor at the Johannesburg Business School, College of Business and Economics, University of Johannesburg, Johannesburg, South Africa. His research interests are Africa Management, Human Resources Management, and Strategic Followership. He serves as President of the Africa Academy of Management (AFAM).

**Mike W. Peng** (PhD, University of Washington) is the Jindal Chair at the Jindal School of Management, University of Texas at Dallas. His research interests are global strategy, international business, and emerging economies. He was a founding member of the Africa Academy of Management, and was editor-in-chief of the *Asia Pacific Journal of Management* (2007–2009) and program chair of the AAOM biennial conference in Bali, Indonesia (2019).

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