

## **Interview with Prof. Andrew Delios, Editor-in-Chief of Asia Pacific Journal of Management (APJM) during AIB 2005 conference July 9-11, 2005**

**Prof. Hoshino:** We have Professor Andrew Delios, from the NUS Business School, National University of Singapore. He is editor-in-chief of Asia Pacific Journal of Management.

First, will you explain the role of editor-in-chief in your journal including the editorial board?

**Prof. Delios:** Ok so, our journal has three editors as well as editor-in-chief. The editor-in-chief is one who receives all the manuscripts and all submissions to the journal. The editor-in-chief, myself, can decide whether or not to be the editor for the manuscript or as editor-in-chief assign the manuscript to the other editors. Because we have fairly broad range of topics, that we cover in APJM, from macro strategic issues to micro human resource issues. We need this form of editorial structure, to have special expertise in those areas, to supervise the manuscripts of different areas. We have editorial review board that has roughly thirteen people, from Asia, Europe, and North America. And generally for each manuscript that comes in, that can does work for the review, we assign one member of the editorial review board as a reviewer and then we pull in as a second reviewer some one who is outside the journal, outside the editorial board of the journal. In addition to the editors, editor-in-chief and editorial review board, we have the Editorial Advisory Board. Which is about eight senior scholars, distributed across various universities, in Europe, America and Asia.

**Prof. Hoshino:** So what is the acceptance rate of your journal?

**Prof. Delios:** Recently we have calculated the acceptance rates from 2001 to 2004, we have roughly in seventeen to twenty percent acceptance rate. Because we still have some manuscripts in review, I don't know the actual numbers, but that's roughly, that one out of five manuscripts that is received in the journal, is accepted for publication.

**Prof. Hoshino:** And how long you take for the reviewing process?

**Prof. Delios:** Our decisions had taken about twelve months in the past. For the manuscript that does enter the review process. Twelve months or so if there are reject decision or acceptance decisions. Of course for those manuscript that are not sent out for a review, the decision time is much quicker, within one month. Now these times for decisions are actually decreasing quite considerably, because we have recently shifted from mail submission system to an electronic submission system. And that was on 10 March of this year. We have already had decisions of our manuscripts, that occurred in less than five months time. And the average seems to be moving between three to five months I think, At least for the initial decisions it has become quite fast.

**Prof. Hoshino:** I understand that you change the publisher from "Kluwer" to "Springer". So would you explain the reason?

**Prof. Delios:** I don't recall before "Kluwer", but we initially shifted to "Kluwer" because we wanted the publisher to handle some of the logistics of manuscripts submissions. Then "Kluwer" was recently acquired by "Springer".

**Prof. Hoshino:** Oh, acquired?

**Prof. Delios:** Yes, acquired, so recent change from "Kluwer" to "Springer", that was just the changing of the corporate structure of the "Kluwer" and "Springer". But, initial shift to "Springer" or "Kluwer" was a shift to a larger party as far as we are concerned.

**Prof. Hoshino:** How many issues do you have per year?

**Prof. Delios:** We have four issues per year, and each issue has between four and eight papers.

**Prof. Hoshino:** You once used to be twice a year

**Prof. Delios:** We used to be twice a year.

**Prof. Hoshino:** Then you change from two to four?

**Prof. Delios:** We have quite some changes in APMJ over the past 20, 22 years of being published. Initially, it was three issues per year, as in the first ten years of journal. Then it decreased to about two issues per year, from the year 11 to 15 of the journal. Then, it raised to three issues per year up to recently the year 2000, and in 2001 we have four issues per year.

**Prof. Hoshino:** You had more papers?

**Prof. Delios:** Yes we have more papers, in 2001 we had 60-65 submissions, 2004 we had 80 submission to the journal, so far in 2005 we have had 60 submissions. So, we are looking at probably, 50 percent increase in submission numbers from 2004 to 2005, we expect 120 submissions this year.

**Prof. Hoshino:** In this conference there are two sessions dealing with “meet the editor”. You will be in one of them during this conference. About what kind of points you will explain about the journal?

**Prof. Delios:** In the “meet the editor” session, I will explain the aims and scope of the journal, what kind of papers we try to publish, what are our review times, what it tends to be types of the reviews we do. Those basic elements I will explain about the journal.

**Prof. Hoshino:** You have three Japanese members of editorial review board. Will you name those three Japanese scholars?

**Prof. Delios:** Sure, we have, three Japanese editorial review board members, we have “Shigefumi Makino”, from the Chinese University of Hong Kong; we have “Toru Yoshikawa”, from Singapore Management University, and we have “Kazuhiro Asakawa”, from Keio University.

**Prof. Hoshino:** So you selected those Japanese scholars?

**Prof. Delios:** Actually, they were already on the board when I joined.

**Prof. Hoshino:** Oh, already on the board members list, before you joined?

**Prof. Delios:** Yes, before I joined, but actually I do know them before I joined, and after I joined I send them a request again, to stay on the board for another two or three years,

**Prof. Hoshino:** So, what about Professor Beamish, he is in Editorial Advisory Board?

**Prof. Delios:** Yes. He is in the Editorial Advisory Board. He was also my advisor, when I wrote my dissertation.

**Prof. Hoshino:** He was the advisor of Shigefumi Makino also?

**Prof. Delios:** That’s right.

**Prof. Hoshino:** So, he has some impact to your journal?

**Prof. Delios:** I think it influence primarily through, as he has advised us when we were students, we take it not explicitly to the journal, but we can consult him if we need.

**Prof. Hoshino:** And do you have editorial assistance, how many, one?

**Prof. Delios:** Yes, we have an assistant at The Singapore office,

**Prof. Hoshino:** Singapore office?

**Prof. Delios:** Yes his name is “Siew Kwok”, but also I have an assistant. To help about the manuscripts, and the other aspects of the journal. So we have actually two assistants for the journal, but neither have working full time for the journal. They have many responsibilities, one of which tends to be APJM.

**Prof. Hoshino:** So you are editor-in-chief, you receive less courses than average?

**Prof. Delios:** Yes I receive 25 percent course reduction.

**Prof. Hoshino:** Twenty five percent, how many courses?

**Prof. Delios:** Others teach four courses per year, I teach

three.

Journal?

**Prof. Hoshino:** Oh, one course less. Just one course?

**Prof. Delios:** In addition to the Asia Pacific Journal of Management, I serve on five other editorial review boards.

**Prof. Delios:** Yes, one course.

**Prof. Hoshino:** Do you think one is enough or should be more?

**Prof. Hoshino:** But, how long you have been with Asia Pacific Journal.

**Prof. Delios:** Well, two years ago, yes, but if manuscript, submission number continue to increase then its probably not enough.

**Prof. Delios:** Oh, in Asia Pacific Journal of Management, I served as an editor for two years and as an editor-in-chief for one and half years.

**Prof. Hoshino:** You will ask to university to reduce one more course?

**Prof. Hoshino:** So, total three years. and half?

**Prof. Delios:** Yes, may be.

**Prof. Delios:** Yes, three and half years.

**Prof. Hoshino:** Is that possible?

**Prof. Hoshino:** And with JIBS for three years, so those both are overlapping?

**Prof. Delios:** Yes, it's possible, probably it will happen. But, if our first submission rate of manuscript get over 150, I think that will be reasonable.

**Prof. Delios:** Yes, three years, overlapping.

**Prof. Hoshino:** Are you the editorial board member of other journals, or just this journal?

**Prof. Hoshino:** And Journal of International Management.

**Prof. Delios:** Yes.

**Prof. Delios:** I am on the editorial review board of four or five other journals.

**Prof. Hoshino:** The editor is a Japanese professor?

**Prof. Delios:** Yes Masaaki Kotabe.

**Prof. Hoshino:** What are the names of those journals?

**Prof. Hoshino:** I am going to meet him, tomorrow.

**Prof. Delios:** Journal of International Business studies, Asian Journal of Administrative Sciences, Journal of International Management, Management Organizational Review, which is based on Chinese Management Research Journal, another one is Journal of Management Studies, published at UK.

**Prof. Hoshino:** Mr. Hamid may have some question for you.

**Hamid:** I want to ask your views about the role of finance in formulating business strategy, which comes first, strategy or finance?

**Prof. Hoshino:** You are on the editorial board of JIBS also, for how long you are with JIBS?

**Prof. Delios:** My bias, naturally, tends towards strategic side, simply because that's the area of my research. So, I will say strategy side is where business planning starts, but the strategy side also has to be supported by the financial side. I think we should start from the strategy side and then a support from the financial side.

**Prof. Delios:** Good question. I think for three years.

**Prof. Hoshino:** And you said that you started three years back with your journal, Asia Pacific Management

Hamid: Thank you

Prof. Hoshino: How do you evaluate other journals in the field, including JIBS, and other journals? We have ten journals in two sessions of “meet the editor”. Five in each session.

Prof. Delios: Yes.

Prof. Hoshino: So what is your personal point of view about them?

Prof. Delios: Yes, I think the journal you can not dispute is the Journal of International Business Studies. I think, International Business Review publishes very good papers these days. Management International Review has been publishing strong papers, Journal of International Management also publishes quite reasonable papers. So, I think those are first four or five, quite good journals.

Journal of World Business has quite good reputation, but I think it is going to be like more practitioners oriented, so that may be different for it.

And Asia Pacific Journal of Management, I think the quality of the papers being published is increasingly good. Of course we have focus on Asia Pacific issues, which might or might not be a good thing for some of the readers, but I think it is quite good for the people interested in this area.

Prof. Hoshino: Thank you very much.

Prof. Delios: Thank you very much.

## Andrew Delios



Andrew Delios (PhD, Richard Ivey School of Business) is Associate Professor and Head of the Department of Business Policy, NUS Business School, National University of Singapore. He is the editor-in-chief of the *Asia Pacific Journal of Management*. He is the author or co-author of more than 50 published journal articles, case studies and book chapters. His articles have appeared in journals such as the *Academy of Management Journal*, *Administrative Science Quarterly*, *Strategic Management Journal*, *Strategic Organization!* and *Journal of International Business Studies*. He has authored five books including *International Business: An Asia-Pacific Perspective* (Pearson) and *Strategy for Success in Asia* (Wiley). He has written case studies and conducted research on companies involved in Canada, China, India, Italy, Hong Kong, Japan, Singapore and Vietnam. His research looks at foreign investment issues in emerging economies, particularly by Japanese multinationals, and the governance, strategy and performance of China's listed companies.

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