

Interview with Professor Jean Boddewyn of City University of New York, Editor of International Studies of Management & Organization

Professor Hoshino: Today we have Professor Jean Boddewyn from Baruch College, City University of New York.

He has been the editor of this journal, International Studies of Management & Organization, this issue is the volume 34 number 3. And that means he has been the editor for over 34 years and, will be retiring in 2006 after 36 volumes of ISMO.

Professor Jean Boddewyn: Yes it started in 1971. The publisher M.E. Sharpe is a company which started in a very entrepreneurial way. That is, they were translating articles that were appearing in the Soviet Union and in China at that time. Because both countries were communist countries and were not willing to recognize copyrights. So they were translating American or English or Japanese articles without asking permission, and M.E. Sharpe thought about the opposite: We can take Russian publications or take Chinese publications and translate them into English. So that is the origin of M.E. Sharpe, to translate foreign articles and, they asked me to do something similar in the field of management and organization. But translations of course were considered as a possibility but actually very few of our articles are translated, partly because people have learned to write in English and partly because we provide help in terms of improving their English if they have a problem. They have other journals on foreign publications on political science, on sociology, all sorts of other publications about 20 of them.

Professor Hoshino: And you have been editor, and you have also an associate editor, Moshe Banai, from the same Baruch College which is part of the City University of New York. How do you distinguish your role as an editor with that of the associate editor.

Professor Jean Boddewyn: Associate editor? This is a new position, because in 2006 I will step down as an editor, and Moshe Banai will replace me then. We are

starting a transition period. The way I have worked is different from other journals which have blind reviews by two or three reviewers. In ISMO there are no real blind reviewers, in a sense I know who wrote the paper and we have a guest editor who prepares the issue, because he knows the topic of the ISMO issue. Let's remember that each issue has a particular topic. For example this one is on expatriates, that is managers and technicians that are posted overseas. So the person who puts this issue together, Banai actually, he is an expert on the subject and so he does the first editing that means he chooses what manuscripts he considers to be the best. At that point he might choose to add some blind reviewers, in order to improve the manuscript. When I get the manuscript I make a sort of a final decision, and the way I approached it is basically to advise the authors. My way of doing it is to correct the text. I go through the text with a pen, I write in the text, either correcting minor errors in language, but mainly asking questions. Like what is your question, what are you trying to answer. For example some articles just review the literature but why, what is it that you wanted to address. I found that this is a problem with most manuscripts, the author is not clear about what he or she wants to do. So I will write questions like, yes, but what is your question. You know, what is your methodology, or why you review the literature so long. I mean, what is it that you want to do, you see.

Most reviewers of the literature, write you pages of questions. Personally I think it is better to work on the text itself and put the questions in the text, instead of saying that on page 12, you said this. What does it mean? Instead write questions on the page of the manuscript. If you correct in the text, I think it is more direct. Over the years, quite a few authors have thanked me for telling them what good or bad about their paper directly in the paper.

Moshe Banai, who is going to succeed me, uses an electronic way. With marks on the side of a page such as "delete" or "clarity", add and so on. So he is moving more toward an electronically corrected sort of version.

Professor Hoshino: And this paper says that no unsolicited manuscripts are used. So sometime you might use them?

Professor Jean Boddewyn: Unsolicited manuscripts are not accepted, so to speak. That is because each issue is devoted to a particular topic, for example this one is on expatriate managers. Right now I am working on fourteen different issues. Although, not all of them are going to be completed. Some editors say I couldn't get enough papers. Because it is difficult, it's not an easy task. But at this point I have 14 issues to work on. If I get unsolicited manuscript, the question is where does it belong? If for example one, if I am going to receive unsolicited papers on expatriation, I would send it to Moshe Banai saying, look it's your decision if you want to read it and include in your issue, fine. This happens once in the while, but, typically, when these unsolicited manuscripts arrive, the context of the issue is already decided. I also get papers that issues do not fit in to any of the fourteen we are working on. So, the senders of unsolicited paper are wasting their time and wasting my time because if they had looked at the journal they would have realized that each issue is on a particular topic. So why do they send me a paper on political behavior in China, when there is no such topic being prepared. Besides, unsolicited manuscripts, you often have the impression that people are a bit desperate. They have tried other journals. When I find an unsolicited manuscript which is very well done or very interesting I ask the author: why you don't become a guest editor of an ISMO issue on that topic? Your paper is very good so go and find four or five more papers. And once in a while it happens that way but most of the time, these people simply disappear.

Professor Hoshino: Can you name some of the 14 issues being prepared?

Professor Jean Boddewyn: Yes, there is one on innovation, another one on the use of symbolism and paradoxes. Some of the topics are new ones and if it's well done, I go ahead. I also have the management of the environmental issues of companies, governance of corporations is a big topic and that's again on the list. Of course not all of the 14 issues will be completed, but probably half of them. This means I am almost two years into the future. But new topics will come up and by the way how do I recruit the guest editor? Some people write to me and say I would like to be a guest editor. But most of

the time I get newsletters from a variety of associations. I am thinking of two in particular, one is the European Institute for Advanced Studies in Management located in Brussels are you familiar with it?

Professor Hoshino: Yes I know that.

Professor Jean Boddewyn: EIASM, they have a newsletter and they organize many conferences all the time and when I look at their newsletter, I see there is a session, let's say on expatriate management, so I write to the person who will be running that conference or seminar, and I say I am offering to you to publish the best manuscript presented at that conference if you are interested, and I would say half of the time people will say yes, but they may already have an agreement with another journal, or the papers will be presented in a book. Let me mention something, you know I have been editing for 34 years but when we started, let's say the first 10 or 15 years, we were the only journal that had special issues. Today special issues are very common, for example, The Academy of Management Review, JIBS now often have a special issue. But 15 or 20 years ago they didn't have special issues, so we were the only one with a special issue. Now, of course, we have more competition because other journals all have special issues.

Professor Hoshino: Just now you were talking about the topic of corporate governance, and so you want to have papers in corporate governance from different countries.

Professor Jean Boddewyn: Of course it will vary. You could have 10 issues on corporate governance because some of them would be let's say on European systems; others could be on the Japanese system. So in a case like that often you have cross-cultural comparison in Holland they do it this way, in Germany they do it that way. But you have other ways of dealing with governance. For example some people are more concerned about why there should be governance system because there is dozens of ways to treat governance. But yes, today governance is a hot topic but the learning process is to know how is it done in England, how is it done in Holland how is it done in France, At a later stage, you will have material for comparison and some theoretical development.

Professor Hoshino: So you include both theoretical and empirical materials, and even case studies?

Professor Jean Boddewyn: No, no case studies. Did you see the session on governance?

Professor Hoshino: I didn't attend that part.

Professor Jean Boddewyn: Ok but anyway he did a presentation you know about that new American law that affects governance and he was basically saying here are the major parts and how it affects companies. So it's not a real case study it's an analysis of some thing that is happening. By the way I wish sometime we could have that good case, but it never comes that way. A good case study can be extremely informative but nobody has really suggested that. But we are open to anything.

Professor Hoshino: I have been at the editorial board of a similar journal, *the Japanese Economy*, the editor is Dr. Kazuo Sato and he was mentioning that he doesn't include any case studies in *the Japanese Economy*. But in your case you might include some that are case studies, if there are good ones. That's a difference.

Professor Jean Boddewyn: Sure I mean, I think that we all have been influenced by cases that we have been using in teaching. The ones that had been well written last 15 or 20 years because it was a good characterization of what was happening at the time. Many of them were about competition between Japanese firms and American ones or the European firm like Phillips in Holland and General Electric in the United States and then the Japanese companies. So case studies are absolutely acceptable but they have not come up.

Professor Hoshino: But so far you have not included any cases in your journal.

Professor Jean Boddewyn: No cases.

Professor Hoshino: At all?

Professor Jean Boddewyn: None because none was proposed.

Professor Hoshino: I also wanted to ask you about the status of this journal. You say, the articles in this journal are included in the indexing and abstracting coverage of, ABI Inform which we know and Business Index and Management Review which we are not familiar with, International Bibliography of the Social Sciences, and the American Economic Association's EconLit, e-JEL, and JEL on CD, which we don't know, there are some words that I don't understand. Could you explain?

Professor Jean Boddewyn: Oh well, today of course there is a number of ways of including articles in reference system. Thirty years ago if you wanted to find out what was published on a particular topic, you would go to a book which was called, the Periodical Index to the Business Literature. It is a big volume which is updated every year. That's how we found out articles on a particular topic. Today, of course, you have many electronic sources and so this paragraph in the back of this journal basically says all the articles published in this journal are indexed meaning referenced. And so if you go to for example ABI Inform which is a system for searching articles, well all the articles published in the United States are listed under ABI Inform.

Professor Hoshino: I know SCCI is very important for academic journals, but is your journal included or not?

Professor Jean Boddewyn: We are not included right now but we will be within one year. I discovered some of the rules to be included International Index of Social Science, you must have regular publications printed on time, for example. They don't like for a journal to be late and in last two or three years we have been late. Why? Because the people that had promised to deliver issues were late, so that we were half a year late and starting in 2006 we will be on time. So we are confident that we will soon be in that very important index.

Professor Hoshino: That's very good. And is this a quarterly journal or a bimonthly journal?

Professor Jean Boddewyn: This is a quarterly, four times a year.

Professor Hoshino: *The Japanese Economy* became a

bimonthly journal, but maybe now it came back to a quarterly system. So sometimes publishers change their publishing policy.

Professor Jean Boddewyn: One thing which is important about ISMO, is that some of the people that became famous in the field of management or at least very well known were published in this journal when they were young. Now, there are well known. So for example, Henry Mintzberg, who was the guest editor of an issue in the 1970's based on a conference he had organized. Let's remember that this journal does not publish what American scholars are writing. Because it is for non-Americans. So if you look at the table of content of a recent issue, there are people from the United Kingdom, someone from Finland, some one from Austria, some one from Australia, and in some cases we have allowed an American author if he is the co-author with a foreigner. So here is an article written by an American and by a British author together.

So, the purpose has always been to give foreign scholars the chance to publish in English in a journal which is probably available around the world. So a lot of people who were beginners 20, 30 years ago, are well known and publishing in better-known publications today, like the *Academy of Management Review* or *Strategic Management Journal*, but we gave them the chance when they were young, and didn't know how to write the way.

Professor Hoshino: So I understand that you have 10 editorial board members and they are all from foreign countries, not from the United States. Is it the journal's policy?

Professor Jean Boddewyn: Yes, we have an editorial board and they are from around the world. Now let me mention how you may have an idea for a journal some thing and it turns out to be something very different. When I started in 1971, I thought what sounded like a good idea that, is to find very well know scholar, let's say in Japan, France and Germany. And I did write to them and I said, please give me the names of the five best Japanese articles that has been published in the past ten years and we will translate them in English so people will know the best of Japanese management research. I did the same thing in France, Germany and England. But I

never got an answer. I thought it was a great idea, because we were offering to translate for them the best Japanese or the best French articles, and I never completely understood why it did not work. My guess is that, famous scholars don't read anything, that others publish or they see other scholars as their competitors or rivals and they don't want to draw attention to their competency.

Since this didn't work at all, so as I explained earlier I had to find another way to do it, to get articles. And what I did was, you know, to find what conferences were organized in different places and to write to the person in charge of the conference or the session and ask: would you like to edit the best papers presented at your conference. But I still wish that we could, for example, have an issue on let's say, the five or six best Japanese management articles published in the past, ten years. Because I think that would be great.

Professor Hoshino: How about copyright problems?

Professor Jean Boddewyn: Yes, of course you need permission to translate and usually there is a fee. If the fee is reasonable, let's say, 200 dollars, that's reasonable. And, of course, at the bottom it would say translated and republished with the permission of the original journal. But if a foreign journal says I want, 1,000 dollars, or 2,000 dollars then we won't do it, because that is excessive.

Professor Hoshino: Translation Journal such as *the Japanese Economy* is published with translated paper and paper originally written in English. How do you mix in your ISMO?

Professor Jean Boddewyn: Any combination is possible. One issue of ISMO will be on political behavior and, in it, we include a French paper which was published 25 years ago in French. I think it is almost a classic, a beautiful piece which has never been translated in English, and the man who wrote it is an excellent scholar. But that article that he wrote 25 years ago was never translated in English, so we are paying for the translation. And he will write some comment on what else happened since then. Recent or old classic Japanese pieces that has lasted you know, but as I said this happens very seldom.

Professor Hoshino: Very seldom?

Professor Jean Boddewyn: But I would like to have the best five Japanese articles as well as the best French, Italian and German ones. But it didn't work because people in these countries did not respond to my invitation.

Professor Hoshino: I think that is possible in the Japanese case, there are many good papers dealing with Japanese history. Especially business history, a very important area, I might talk to a Japanese historian and introduce papers in Japanese language.

Professor Jean Boddewyn: Sure, anything. Of course you always have to think about who is reading this journal. If it is some thing that is not of some sort of general interest, although maybe it is important in understanding the development of the Japanese industry or economy but you know. After all we are a journal focusing in management and organization. If you have an article which more in theory of economic or pure political science or pure sociology you know you have to make a choice.

Professor Hoshino: Ok. Hamid Hassan, do you have any questions?

Hamid Hassan: As you were discussing that this journal is for non-Americans authors.

Professor Jean Boddewyn: It has readership in the United States too of course, but yes.

Hamid Hassan: So don't you think that you have created a sort of protection to your authors from the competition from the American authors, and don't affect the quality of the papers in the journal?

Professor Jean Boddewyn: Well as I explained earlier, in terms of competition for quality today if you have a young author and he is very capable and he is witting on topics of interest and so on, clearly he will try let's say the Strategic Management Journal or Academy of Management Review. But we are talking about non-Americans. For many of them publishing there is almost

a scary proposition because you know they accept only 5% of the manuscripts that were submitted. So a lot of foreign authors are not quite ready for that. So ISMO is a sort of stepping stone to familiarize them with how articles are published in the United States. And as I said before quite a few people who are famous today like as I mentioned Henry Mintzberg, for ISMO when he was much younger. Later on they were ready for the Academy of Management Review or Strategic Management Journal and they will no longer publish in ISMO. Although sometime they come back and serve as a guest editor. Yes, a top star will not publish in ISMO, but when he was younger then we were of great help to them.

Hamid Hassan: Thank you.

Professor Hoshino: Ok, thank you very much.

Professor Jean Boddewyn: Thank you, Sir.

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Areas of Expertise:

Business Political Behavior, International Public Affairs, Regulation and Self-Regulation of Advertising, Nonmarket Strategies, Competitive Dynamics.

Selected Publications:

Integrating Business Political Behavior with Economic and Organizational Strategies, *International Studies of Management and Organization*, 35/2, 2005, 28-55 with Eugene Salorio and Nicolas Dahan. "The Meanings of 'International Management',"

Management International Review, 42 (2), 2004,
195-212 - with B.Toyne and Z.L. Martinez.

“Understanding and Advancing the Concept of
‘Nonmarket,’” *Business & Society*, 42 (3), 2003, 297-
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“The Control of Advertising.” in *International
Encyclopedia of the Social and Behavioral
Sciences*. Elsevier, 2002.

“International-Business Research: Beyond Dj Vu” (with
G. Iyer). *Management International Review*, July
1999.

“American Marketing in the European Union:
Standardization’s Uneven Progress 1973-1993” (with
R. Grosse). *European Journal of Marketing*, 29 (12),
1995.

“International-Business Political Behavior: New
Theoretical Dimensions” (with T. Brewer). *Academy
of Management Review*, 19 (1), 1994.

Global Perspectives on Advertising Self-Regulation.
Quorum Books, 1992.

Academic Activities:

Briefings of U.S. personnel posted in Western Europe.

Reviewer for eight academic journals.

Editor, *International Studies of Management and
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Professional Activities:

Consulting on the regulation of advertising for
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Awards, Honors, etc.:

Distinguished Service Award, Academy of Management,
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Fulbright Scholar Fellow of the Academy of
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