
The Journal Of Business Strategies: The First Twenty-Five Years

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Abstract

The historical publishing pattern of the *Journal of Business Strategies (JBS)* is examined. Authors from 171 institutions have written over 262 articles from spring 1984 to fall 2008. Contributions to the journal were studied in terms of numbers of schools represented, number of authors per article, diversity of articles, breakdown of gender of authors, types of citations, and empirical orientation of the articles. Findings indicate that publications in *JBS* represent a significant scholarly contribution to the field of business strategy. Few differences were detected between *JBS* and other selected journals. Recommendations to enhance *JBS* are based on quantitative and qualitative analysis.

Introduction

The publication of this issue of the *Journal of Business Strategies (JBS)* marks the end of twenty-five years of publication. With a journal reaching such an important milestone, it is appropriate to look at the journal's history as part of its plans for the future (Malhotra, 1996; Hyman & Steiner, 1997; Muncy, 1991). Summary articles of single journals have been written for many well-established business journals. For example, *The Journal of Advertising* (Muncy, 1991), *Journal of Accounting Education* (Lehman & Street, 1990), *Journal of International Business Studies* (Inkpen & Beamish, 1994; Chandy & Williams, 1994), *Journal of the Academy of Marketing Science* (Malhotra, 1996), *Journal of Consumer Affairs* (Geistfeld & Key, 1986), *Journal of Economic Psychology* (Van Raaij, 1986), *Journal of Marketing Education* (Clark & Hanna, 1986), *Journal of Business Communication* (Koch, 1979; Reinsch & Lewis, 1993), *Journal of Marketing* (Grether, 1976; Marquardt & Murdock, 1983), *Journal of Finance* (Schweser, 1977; Heck, Cooley, & Hubbard, 1986; Schroeder, Langrehr, & Floyd, 1995), *Journal of Macromarketing* (Finn & McQuitty, 1994), *Journal of Applied Business Research* (Urbancic, 1994), *Journal of Business and Entrepreneurship* (Hyman & Steiner, 1997), *Journal of Purchasing and Material Management* (Williams & Oumlil, 1987), *Journal of Personal Selling*

and *Sales Management* (Swan, Powers & Sobczak, 1991), and *Journal of Business Strategies* (Mehta, Maniam & Leipnik, 1999). For the fifteen year anniversary of *JBS*, a retrospective article looked at the first fifteen years of *JBS*. For the twenty-fifth anniversary it seems an appropriate time to update that earlier effort.

This paper will once again trace the evolution of *JBS* from conception to present. More specifically, the article will provide a detailed look at specific aspects of the oldest business strategy journal. A pluralistic research methodology will be utilizing (i.e., both quantitative and qualitative), as it is a more robust than using either one by itself. This article will provide an update to the previous endeavor, which was done a decade ago. Evaluating the current state and statute of *JBS* is critical in 2008 for two reasons. First, the original editor of *JBS*, William B. Green, was recently renamed the new editor after twenty-one years. Second, the journal has had a successful twenty-five year history, a silver jubilee of sorts.

History

JBS was founded in 1982 at the Center for Business and Economic Research, Sam Houston State University (SHSU). Since its inception, *JBS* has been published semiannually (i.e., spring and fall) by SHSU. The first issue of *JBS* was published in spring 1984 under the editorship of William B. Green. The first issue mainly contained invited articles from reputable authors to insure that the *JBS* started off with some quality articles. An important initial objective of *JBS* was to attract quality articles and to position *JBS* as a relevant publication appealing to both practitioners and academicians within the business community.

Beginning with the second issue, all articles were double blind reviewed by selected members of the Editorial Board. Editorial Board members are reviewed regularly. Twenty-five years later, the editorial review board includes a diverse group of academic and practitioners from disparate disciplines at reputed institutions. Over the years of its existence, the quality of the Editorial Board has been sustained and continuously improved. During the first fifteen years, the outstanding Editorial Board has elevated *JBS's* reputation and established it as a high quality journal with ever improving manuscripts. If there is one criticism that could be alleged, it is the fact that the Editorial Board has lacked adequate international representation.

Susan A. Simmons took over editorial duties in spring 1986 and served through the fall 1986 issue. No significant changes were observed during Simmons' short tenure as the editor of *JBS*. Most of the articles published during both Green's and Simmon's tenure as editor were focused in the area of management strategy.

In spring 1987, George D. Greenwade became the third editor of *JBS*. He immediately instituted three major changes. First, *JBS* took on a glossy look and changed the binding from saddle-stitch to perfect binding so as it would be more appealing to practitioners. Second, the fall 1987 issue contained a cumulative index of previously published articles. This strategy was important to help increase subscriptions to *JBS*. The practice of indexing previous articles continued for three years. Third, the fall 1988 issue contained the only paid advertisement in *JBS*'s history.

Jo Ann Duffy became the fourth editor of *JBS* in fall 1990. With one exception, the status quo was maintained during Duffy's tenure as the editor. For the first time, biographical sketches of the authors were published in fall 1991.

In fall 1992, Roger D. Abshire became the fifth editor of *JBS*. During his brief tenure as editor (i.e., two issues), the Center for Business and Economic Research, where the journal was housed, was renamed the Gibson D. Lewis Center for Business and Economic Development. While this change had a significant impact on the institution, it had no impact on *JBS* and its editorial staff or board.

Jo Ann Duffy was reappointed the editor in fall 1993 issue and she remained the editor through the fall 2007 issue. During Duffy's second tenure as the editor, she implemented three significant changes. Once again, the cover of the journal received a timely update. Second, a web site (www.shsu.edu/~coba/jbs/board.html) was created for readers and researchers to read articles online and order articles from past issues. Unfortunately, the website is not continuously updated and still lacks the ability to search specific words. Third, current business topics were placed in "special issues" of the journal.

According to Duffy, "Our first two special issues focused on the significant issue of 'Services Marketing' and 'Banking,' where the journal was able to address needs of practitioners." The success and discrimination of the first two special issues was followed by several additional special issues. The next special issue of *JBS* addressed the timely topic of "Internet Marketing and E-commerce." Due to aggressive marketing of the "Call for papers" by the guest editors, Douglas Kline and Sanjay S. Mehta, the journal received over thirty-five quality submissions. After an extensive review process, it was determined that there were ten articles worthy of publication in the special issue. Due to size and page limitation of *JBS*, two special issues were devoted to the topics of internet marketing and E-commerce (i.e., five articles in each issue) in fall 2001 and spring 2002.

William B. Green was once again appointed the editor of *JBS* (i.e., prior to the publication of the spring 2007 issue). As *JBS* prepares for the next decade, Green's

long-term goals are two-fold. First, to attract articles that are appropriate for business practitioners. Second, identify relevant business topics that justify a “special issue” of *JBS*.

Findings

Output

During its first twenty-five years, 262 articles from 573 authors have been published in *JBS*. As shown in Table 1, the average length of the article was 14.56 pages and the average articles per issue were 5.35. However, over the twenty-five years, there has been a noticeable trend toward longer articles (as measured by number of pages per article). For example, in 1984 the average pages per article were 8.80 and 2007 it was 21.33 pages. This increase in number of pages per article reflects a growing emphasis on the literature review and increased rigor in the methodology section.

The average length of the article is consistent with others journals (14.56 pages for *JBS* versus 10.5 pages for other journal within business). The mean difference of 4 pages could be attributed to the smaller size (9x7 in) of *JBS*. Next, the average number of articles published per issue is about the same as other journals (Malhotra, 1996; Hyman & Steiner, 1997). In fact, *JBS* has attributes similar to other journals, such as number of issues per year and total number of pages per issue.

Authorship

Many studies use authorship with respect to institutional affiliation or the affiliation tally to gauge the diversity of authors and/or institutions that have published in a particular journal. It is an appropriate measure because institutions of higher education provide various resources and incentives to encourage greater productivity among faculty. Because authorship with respect to institutional affiliation can enhance image and reputation of an institution, many serial retrospectives list the most common institutional affiliations of authors (Hyman & Steiner, 1997; Carnaghan, Flower-Gyepsi & Gibbins, 1994; Clark, Hancock & Kaminski, 1987; Clark & Hanna, 1986; Fields & Swayne, 1988; Geistfeld & Key, 1986; Gentry, Allen & Vellenga, 1995; Goldsmith, 1983; Hoverstad, Shipp & Higgins, 1995; Reinsch & Lewis, 1993; Swan, Powers & Sobczak, 1991; Wheatley & Wilson, 1987).

While authors from 138 different institutions have published articles in *JBS*, Table 2 lists the top twenty-seven institutions (i.e., institutions with four or more articles published in the first 49 issues). The table indicates two methods of measur-

Table 1
JBS Output Per Year from 1984 to 2008

Year	Number of Articles*	Total Number of Pages*	Pages per Article
1984	5 + 5 = 10	41 + 47 = 88	8.80
1985	5 + 4 = 9	47 + 41 = 88	9.78
1986	5 + 5 = 10	51 + 44 = 95	9.50
1987	5 + 5 = 10	47 + 40 = 87	9.70
1988	6 + 8 = 14	52 + 66 = 118	8.43
1989	8 + 7 = 15	77 + 84 = 161	10.73
1990	7 + 8 = 15	65 + 67 = 132	8.80
1991	6 + 8 = 14	76 + 71 = 147	10.50
1992	9 + 8 = 17	85 + 110 = 195	11.47
1993	6 + 7 = 13	78 + 89 = 167	12.85
1994	6 + 6 = 12	82 + 101 = 183	15.25
1995	6 + 4 = 10	98 + 82 = 180	18.00
1996	5 + 5 = 10	106 + 91 = 197	19.70
1997	5 + 4 = 9	82 + 73 = 155	17.22
1998	4 + 4 = 8	72 + 75 = 147	18.38
1999	5 + 5 = 10	105 + 83 = 188	18.80
2000	5 + 4 = 9	86 + 88 = 174	19.33
2001	5 + 6 = 11	99 + 91 = 190	17.27
2002	5 + 4 = 9	93 + 93 = 186	20.67
2003	5 + 4 = 9	72 + 100 = 172	19.11
2004	4 + 4 = 8	94 + 88 = 182	22.75
2005	4 + 4 = 8	73 + 68 = 141	17.63
2006	5 + 4 = 9	91 + 79 = 170	18.89
2007	5 + 4 = 9	104 + 88 = 192	21.33
2008	4	71	17.75
Total	262	3816	14.56 (mean)

* The first number and second number represent the first and second issues respectively.

ing institution affiliations of *JBS* authors: unweighted and equal weighted authorship. We constructed the unweighted values by assigning weights equal to 1 for first, second, and third authors. The equal weights were constructed by assigning 0.5 and 0.5 for two authors; 0.34, 0.33, and 0.33 for three authors; and 0.25, 0.25, 0.25, and 0.25 for four authors. This technique of using unweighted and equal weighted measurement techniques have been previously used (Mehta, Manian & Leipnik, 1999) and provides a consistent method of measurement to identify trends and promote a better understanding of the journal.

Five universities with the highest authorship in *JBS* are: Sam Houston State University, Mississippi State University, New Mexico State University, Auburn Uni-

versity and Louisiana Tech University. Some of these institutions are doctoral granting institutions and all of them are located in the southern half of United States. While this may give the impression that the *JBS* is only a publication outlet for universities in the South, a look at the entire list, shows that the *JBS* has published articles from universities located in more than 40 of the 50 states. Sam Houston State University authors have the highest number of publications over the twenty-five year history. While this gives the impression that *JBS* may be an in-house outlet for Sam Houston faculty, a close examination of articles, shows that 4 of the 10 articles were “introductions to special issues” that were edited by Sam Houston State University faculty members.

Table 2
Institution Affiliation of Authors

Institution	Unweighted	Equal weights
Sam Houston State University	10	7.84
Mississippi State University	9	5.84
New Mexico State University	8	7.25
Auburn University	8	4.84
Louisiana Tech University	7	6.15
University of Texas at San Antonio	7	4.50
Louisiana State University - Baton Rouge	6	3.00
Lamar University	6	2.67
Texas A&M University - College Station	6	2.50
Southeastern Louisiana University	6	2.40
Kansas State University	6	2.28
University of Texas – Tyler	5	4.25
Eastern Illinois University	5	3.17
Iowa State University	5	2.49
Southern Illinois University	5	2.25
Florida Atlantic University	5	2.10
Clemson University	5	2.00
University of North Carolina at Charlotte	5	2.00
Indiana University	5	2.00
University of North Texas	5	2.00
East Carolina University	4	2.33
Middle Tennessee State University	4	1.97
University of Illinois at Chicago	4	1.67
Georgia State University	4	1.42
Texas A&M International University	4	1.34
University of Arkansas	4	1.00
University of Tennessee at Chattanooga	4	1.00

Diversity

Given its name and longevity, *JBS* attracts manuscripts from diverse disciplines. Using Hyman and Steiner (1997) categories of academic areas, Table 3 shows the most published disciplines in *JBS* are management/organization behavior, finance and marketing. Specifically, 58.4% of the articles are about management and organizational behavior, 13.0% are about finance, and 13.0% are about marketing. Two likely reasons for the high percentage of management and organizational behavior articles in *JBS* are: (1) its title gives the impression that it is a management strategy journal; (2) the longest serving editor of *JBS*, Duffy, has a Ph.D. in Management and is Professor of Management. It could be argued that she tended to favor and accept greater number of articles within the Management sub-discipline. Contrasting these percentages with those from the fifteen anniversary issue, there continues to be a slight increase of publications in the areas of management and organization behavior. This increase can also be partially attributed the *JBS*'s brief partnership with the Southern Management Association.

Generally, since authors tend to do research in their area of specialization or home disciplines (Geitfeld & Key, 1986), it is safe to conclude that most authors in *JBS* are from management, finance, and marketing-related disciplines. Unfortunately, because biographical sketches of the authors were not published prior to 1991, no further conclusion can be drawn regarding the authors primary area of research and teaching.

Table 3
Academic Area of JBS Articles

Academic Area	Frequency	Percent
Management/ Organization Behavior	15	58.40
Marketing	34	12.98
Accounting	13	4.96
Finance	34	12.98
Insurance/ Small Business Entrepreneurship	9	3.44
Economics	7	2.67
International Business	4	1.53
Unknown and Others	8	3.05
Total	262	100.00

Gender of Authors

Another criterion used to evaluate journals is the ratio of male to female authors. Similar to other journals, where the ratio of male to female authors is about 4 to 1 (Mehta, Manian & Leipnik, 1999), the ratio for *JBS* is roughly the same. Table 4 shows the gender of authors in *JBS* and indicates that out of 573 authors, 465 (81.15%) are male. From the table, it shows the female authors are increasing accordingly because the population growth in female is faster than male. Also, further analysis found that like other comparable journal authors, *JBS* authors also tend to choose coauthors of the same gender (McDowell & Smith, 1992).

Table 4
Gender of Authors in JBS

Gender	Frequency	Percent
Male	465	81.15
Female	108	18.85

Co-authorship

A growing percentage of articles published in business journals have multiple authors. As noted by Hyman and Steiner (1997), an increasing percent of business and psychology articles published annually are coauthored (Barnett, Ault & Kaserman, 1988; DuFrene & Nelson, 1990, McDowell & Melvin, 1983; Presser, 1980; Schroeder, Langrehr & Floyd, 1995). This can be attributed to the fact that many recently accredited institutions do not discriminate (i.e., in terms of merit and promotion) between single and multiple author articles.

Urbancic (1992) also concluded that two thirds of accounting articles from 1978 to 1988 that were written by reputable and well-known accounting authors were also coauthored. Similarly, McDowell and Melvin (1983) found that in the area of economics, there is a positive correlation in experience and the probability of co-authorship. In other words, the higher the experience, the higher the probability of coauthoring. We believe that this trend may partly be attributed to the increasing number of schools seeking greater research output from their faculty (i.e., “publish or perish” mentality). Many institutions, especially smaller universities, do not or cannot provide the necessary tools for such productivity (e.g. database, reduced teaching assignment, graduate research assistant). Therefore, co-authors tend to be faculty members from different institutions.

In *JBS*, only 27% of the articles (71 out of 262) had one author, 37.6% (99 out of 262) had two authors, 28.5% (75 out of 262) had three authors, and only 6.8% (18 out of 262) had four or more authors. The percentage of single-authored articles in *JBS* is significantly lower than in other selected business journals (see Table 5). In fact, the closest journal to *JBS* is the *Journal of Personal Selling and Sales Management* (JPSSM) with 49.6%; all others are above 50%. On the other hand, the percentage of two author articles in *JBS* is twice as much as all other journals, except JPSSM (25.2%). This indicates that authors in *JBS* contribute fewer single author articles and more two author articles than authors who contribute to other journals. The average number of authors per article for *JBS* is 2.10 (370/176). The highest average was in 1991, at 2.5, and the lowest average was in 1987, at 1.4.

Table 5
Single and Multiple Authorship in JBS and Selected Serials

Author	JBS		JBE*	JM*	JM*	JAMS*	JCR*	JMR*	MS*	JPSSM*	JME*	Econ*
	Freq.	Pct.	Pct.	Pct.	Pct.	Pct.	Pct.	Pct.	Pct.	Pct.	Pct.	Pct.
One	71	27.0	77.6	77.5	77.7	76.6	67.2	70.1	64.0	49.6	90.0	57.7
Two	99	37.6	15.4	14.1	14.3	15.4	18.8	15.8	19.0	25.2	9.0	16.4
Three	75	27.8	3.7	5.4	5.1	4.2	6.4	7.8	9.0	11.1	1.0	7.1
Four	14	4.0	1.4	1.3	1.3	1.9	3.9	2.7	4.7	7.9	0.0	4.4
Five or more	4	1.1	2.0	1.7	1.6	1.9	3.7	3.6	3.3	6.2	0.0	14.4
No. of different authors	565		299	955	447	520	563	526	300	405	199	13576
Mean mentions per author	2.15		1.4	1.4	1.4	1.4	1.6	1.6	1.7	2.0	1.1	2.0
Years published	1984-2008		1989-1996	1960-1981	1984-1993	1984-1993	1984-1993	1984-1993	1984-1993	1980-1993	1979-1985	1963-1988

Note: JBE is Journal of Business and Entrepreneurship
 JM is Journal of Marketing
 JAMS is Journal of the Academy of Marketing Science
 JCR is Journal of Consumer Marketing
 JMR is Journal of Marketing Research
 MS is Marketing Science
 JPSSM is Journal of Personal Selling and Sales Management
 JME is Journal of Marketing Education
 Econ is percentages for top 20 Economics journals

*Hyman & Steiner (1997)

References

The impact of other researchers and disciplines on research trends can be analyzed by citation analysis (Hyman & Steiner, 1997; Chandy & Williams, 1994; Reinsch & Lewis, 1993). The average number of references used in an article can reveal how much *JBS* authors draw from other researchers. The formal definitions of the various citations are given in Table 6 below.

Table 6
Definitions of Citations*

Term	Definition
Citation	Publication listed among references at the end of an article
Serial	Periodical published annually or more frequently that contains articles on various topics
Book (Scholarly only)	One-time publication devoted to one topic (including readings book (essay collection), and handbooks
Trade Press/ Magazines/Newspaper	Newspaper or specialty magazine devoted to narrow topic (The Wall Street Journal, Financial Times, Forbes, Business Week)
Proceedings/Conference Presentation	Published conference proceedings or working paper or presentations from academic conference
Other	General interest magazine or other source

* Hyman & Steiner (1997)

Table 7 shows that *JBS* authors referenced an average of 23.85 citations per article. While the mean number of citations for *JBS* is lower than *Journal of International Business Studies* (35.8) and *Journal of Business Communication* (32.3), it is higher than *Journal of Business and Entrepreneurship* (20.6), *Journal of Accounting Education* (11.2), and *Home Economics Research Journal* (16.9) (Hyman & Steiner, 1997). Upon further examination, it is interesting to note that there is an upward trend in the number of references cited from 1984 to 2008 in *JBS*. At the very least it does indicate that *JBS* authors are using a greater number of references to support their studies.

Table 7
References and Number of Articles in JBS

Year	Number of References	Number of Articles	Average Number of References per Article
1984	33 + 71 = 104	5 + 5 = 10	10.40
1985	76 + 48 = 124	5 + 4 = 9	13.78
1986	59 + 60 = 119	5 + 5 = 10	11.90
1987	90 + 77 = 167	5 + 5 = 10	16.70
1988	90 + 110 = 200	6 + 8 = 14	14.29
1989	173 + 178 = 351	8 + 7 = 15	23.40
1990	134 + 140 = 274	7 + 8 = 15	18.27
1991	112 + 103 = 216	6 + 8 = 14	15.43
1992	177 + 237 = 414	9 + 8 = 17	24.35
1993	122 + 196 = 318	6 + 7 = 13	24.46
1994	230 + 192 = 422	6 + 6 = 12	35.17
1995	252 + 147 = 399	6 + 4 = 10	39.90
1996	215 + 227 = 442	5 + 5 = 10	44.20
1997	187 + 132 = 319	5 + 4 = 9	35.44
1998	183 + 147 = 330	4 + 4 = 8	41.25
1999	312 + 173 = 485	5 + 5 = 10	48.50
2000	137 + 220 = 357	5 + 4 = 9	39.67
2001	234 + 170 = 404	5 + 6 = 11	36.73
2002	172 + 275 = 447	5 + 4 = 9	49.67
2003	155 + 202 = 357	5 + 4 = 9	39.67
2004	173 + 189 = 362	4 + 4 = 8	45.25
2005	271 + 190 = 461	4 + 4 = 8	57.63
2006	275 + 137 = 412	5 + 4 = 9	45.78
2007	263 + 223 = 486	5 + 4 = 9	54.00
2008	164	4	41.00
Total	8,133	262	31.04

Comparing citation by outlet type for *JBS* and other selected serials, Table 8 shows that *JBS* authors cite a larger percent of serials. Serial citations in *JBS* are 71.8%, compared to 48.9% for *Journal of Business and Entrepreneurship*, 55.7% for *Journal of International Business Studies*, and 55.7% for *Journal of Business Communication*. *JBS* authors cite a far smaller percentage of books/monograph citations. Books/monographs citations in *JBS* is 6.9%, compared to 22.4% for *Journal of Business and Entrepreneurship*, 37.4% for *Journal of International Business Studies*, and 36.0% for *Journal of Business Communication*. The difference can be attributed to the fact that serial citations may be more valuable to business strategy issues, since scholarly books can become obsolete and outdated rather quickly.

Table 8
Citations of JBS

Citations	JBS		JBS	
	Frequency	Percent	Frequency	Percent
Serials	2934	71.81	2705	68.90
Books/ Monographs/Trade Press	281	6.88	202	5.15
Magazines/ Newspaper Proceedings				
Conference	239	5.85	372	9.48
Presentations papers	536	13.12	570	14.52
Dissertations/ theses	1	0.02	1	0.03
Other	95	2.33	76	1.94
Total	4086	100.00	3926	100.00
Number of Articles	176	NA	86	NA
Year Published	1984-1998		1999-2008	

The only other difference noted (see Table 8) is that *JBS* articles have a higher percentage (13.1%) of Proceedings/Conference presentations papers compared to 4.1% for *Journal of Business and Entrepreneurship*, 2.0% for *Journal of International Business Studies* and almost no such citations for *Journal of Business Communication*. *JBS* has a higher percentage of Trade Press/Magazines and Newspapers (5.8%) compared to *Journal of International Business Studies* or *Journal of Business Communication*, which has none. Only *Journal of Business and Entrepreneurship* has a higher percentage (14.6%) than *JBS*. This is in part due to the fact that both *JBS* and *Journal of Business and Entrepreneurship* are more practitioner-oriented than other journals (e.g., *Journal of International Business Studies*). Similar to other journals, *JBS* cites very few dissertations or other publications.

Empirical Articles

About 48.25% (126 out of 262) of the articles in *JBS* are empirical. While this is an increase from 43.75% ten years ago, but this percentage is still somewhat lower than the other surveyed journals. For instance, the *Journal of Business and Entrepreneurship* had about 63.5% empirical articles (Hyman & Steiner, 1997), *Journal of Accounting Education* had 53% (Lehman & Street, 1990), and *Journal of Economic Psychology* had 66%. Only the *Journal of Macromarketing* had a somewhat lower percentage (37.5%) than *JBS* (Finn & McQuitty, 1994). While the empirical articles use various methodologies, most of them are relatively easy to comprehend. This is consistent with the scope of *JBS* which is orientated to both academicians and practitioners.

Conclusions

A survey of *JBS* for a twenty-five year period reveals that many authors are affiliated with regional institutions and that a relatively small number of the authors published more than one article. It also shows that co-authorship is getting increasing common, a trend noticed by others who have written summary articles (Schroeder, Langrehr & Floyd, 1995). Also, authors are citing an increasing number of references and a larger variety of sources. Also, the number of pages per articles has been constantly increasing. The largest percentage of citations in *JBS* is serial publications. The diversity of the articles suggests that the articles are mainly about management, marketing and finance. Similar to other academic journals, *JBS* is dominated by male authors. The mean number of authors in *JBS* is 2.10, which is comparable with other journals.

When William B. Green, the first and current editor, was asked about the future of *JBS*, he said "he is confident that the journal will continue to produce quality articles and that it will be successful in the long run." But he also emphasized that *JBS* must maintain its current focus of both theoretical and practical orientation in order to be of interest to both academicians and practitioners.

Recommendations

Personal interviews were conducted with a convenient sample of several editorial board members of *JBS*. Their recommendations and views have been aggregated and summarized below. The primary concern expressed consistently by many of the board members was the similarity in the name between *JBS* and another journal with an analogous name (i.e., *Journal of Business Strategy*). In our view, either the editorial board must consider a name change or position *JBS* differently. It is obvious the William B. Green has decided to pursue the latter.

Further, the editorial board members felt that *JBS* must attempt to increase its circulation among both academics and practitioners. One possible solution to help boost circulation would be to consider publishing more special issues, and/or increase the number of issues per year from two to three or even four. Another recommended approach to increasing the readership and dissemination of knowledge is to persuade additional abstracting service to either index the abstract or the entire journal. This strategy could be augmented with greater emphasis on maintaining an updated website that is searchable and offers articles for free.

Based on personal interviews with selected editorial board members and the analysis of both past issues of the *JBS* and other comparable journals, here are some

additional recommendation that warrant consideration. These include but are not limited to: printing the title, author(s), and abstracts of the forthcoming articles in the current issue; printing the call for papers for special issues in the current issue; securing paid advertisement from large publishers or consulting firms in the business strategy area; adding an editorial preface and introduction to each issue. To make *JBS* appeal to a wider audience, some new sections could be incorporated into the journal, such as book reviews and software reviews.

Considering the high cost of printing and circulating a journal, one possible solution to offset these expenditures, would be to increase the annual subscription fee (it is presently at \$25.00). Similar to many other journals, an alternative could be to offer a three-tier subscription fee (i.e., individuals, institutions and libraries). To generate additional revenues, another option would be to charge a submission fee for the review process and/or publication fee for all accepted articles. Finally, an annual business strategies conference chaired by the editor would significantly help *JBS* in generating revenues as well as increasing the visibility of the journal.

Some of these recommendations will be easy to implement while others may require some additional resources. For instance, the call for papers for the special issue can either be published in the biannual issues or mailed out to various institutions whereas hosting an annual conference or increasing the number of issues per year may undertake additional resources. To determine the feasibility of implementing some of the above mentioned recommendations, *JBS* could hold an annual meeting of the editorial board members at one of the conferences which a majority of the board members attend. Finally, to bring about greater notoriety to the journal, Sam Houston State University may want to consider appointing an "external editor" (i.e., someone from another institution) who is well established and known within the field of business strategy.

Limitations and Future Research

This study has two key limitations. First, because *JBS* did not publish biographical sketches of the authors prior to 1991, several other summary and comparisons cannot be undertaken. For instance, the rank of the authors who published in *JBS* cannot be easily determined. Also, the area of specialization of the authors or area of expertise cannot be determined directly. Second, the study did not attempt to assess how well *JBS* is received by its readers. A formal survey would have provided these insights.

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