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# THE JOURNAL OF BUSINESS STRATEGIES: THE FIRST FIFTEEN YEARS

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## **Abstract**

*The historical publishing pattern of JBS is examined. Authors from 171 institutions have written over 176 articles from Spring 1984 to Fall 1998. Contributions to the journal were studied in terms of numbers of schools represented, number of authors per article, diversity of articles, gender of authors, types of citations, and empirical orientation of the articles. Findings indicate that publications in JBS represents a significant scholarly contribution to the field of business strategy. Few differences were detected between JBS and other selected journals. Recommendation to enhance JBS are based on quantitative analysis of past JBS articles and personal interviews with selected stakeholders.*

## **Introduction**

The publication of this issue of the *Journal of Business Strategies (JBS)* marks the end of the fifteenth year of publication. It is important for a journal, when it reaches a significant milestone, to look at where it has been, where it is, and where it could be in 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 and 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, 1986), *Journal of Finance* (Schweser, 1977; Heck, Cooley & Hubbard, 1986; Schroeder, Langrehr & Floyd, 1995), *Journal of Macromarketing* (Finn &

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*The editor thanks Michael Hyman for his thoughtful and constructive review of this paper.*

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), and *Journal of Personal Selling and Sales Management* (Swan, Powers & Sobczak, 1991). Because no article has ever looked at the past, present and future of *JBS*, its fifteen year anniversary seems an appropriate time for such an effort. The primary purpose of this paper is to trace the evolution of *JBS* from conception to its present state. More specifically, the article will provide a detailed look at specific aspects of the oldest business strategy journal based on both quantitative and qualitative research methodologies.

### History

*JBS* was founded in 1982 at the Center for Business and Economic Research, Sam Houston State University. Since its inception, *JBS* has been published semiannually (i.e., spring and fall). The first issue of *JBS* was published in spring 1984 under the editorship of William B. Green. In a recent interview, William B. Green indicated that the first issue mainly contained invited articles from reputable authors because he wanted to make sure "that the *Journal of Business Strategies* started off with some quality articles." This was done to attract quality articles in the future and also to sell *JBS* to both practitioners and academicians. Beginning with the second issue, all articles were double blind reviewed by selected members of the Editorial Board. He also indicated that *JBS* established itself as a reputable journal with ever improving manuscripts. He added that he is pleased that the quality of the Editorial Board has been sustained and improved.

Susan A. Simmons took over editorial duties in spring 1986. No significant changes were observed during Simmons' tenures as the editor of *JBS*. Most of the articles published during both Green's and Simmons' tenure as editor were 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. Second, the fall 1987 issue contained a cumulative index of previously published articles. Third, the fall 1988 issue contained the only paid advertisement in *JBS* 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. Beginning the fall of 1991, biographical sketches of the authors were published. In the fall of 1992, Roger D. Abshire became the fifth editor of *JBS*. During his short tenure as editor (i.e., two issues), the Center for Business and Economic Research 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*. Jo Ann Duffy was reappointed the editor for the fall 1993 issue and she has remained the editor until today. During Duffy's second tenure as the editor, she implemented two

changes. First, the cover of the journal was “modernized.” Second, a web site (<http://COBA.SHSU.edu/jbs/>) was created where researchers could order articles from past issues of the journal. As *JBS* prepares for the next millennium, one of Duffy’s long-term goals is to attract more articles that are relevant to practitioners. According to Duffy, “the upcoming special issues on Services Marketing and Banking is one avenue of moving the journal to address the needs of practitioners.”

## Findings

### Output

During its first fifteen years, 176 articles have been published in *JBS*. As shown in Table 1, the average length of the article was 12.22 pages and the average articles per issue were 5.87. The average length of the article is consistent with others journals (12.22 pages versus 10.5 pages respectively), and the average number of articles published per issue is about the same as other journals (Malhotra, 1996; Hyman & Steiner, 1997). Likewise, it has other similar attributes consistent with other journals, such as number of issues per year and total number of pages per issue. However, it was observed that there is a trend for the number of pages per article to increase (i.e., from 8.80 in 1984 to 19.70 in 1996).

**Table 1**  
**JBS Output Per Year - 1984 - 1998**

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	9.80
1986	5 + 5 = 10	51 + 44 = 95	9.50
1987	5 + 5 = 10	47 + 40 = 97	9.70
1988	6 + 8 = 14	52 + 66 = 118	8.40
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	11.50
1993	6 + 7 = 13	78 + 89 = 167	12.80
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	17.20
1998	4 + 4 = 8	72 + 75 = 147	18.38
<b>Total</b>	176	2150	12.22 (mean)

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

**Table 2**  
**Institution Affiliation of Authors**

<b>Institution</b>	<b>Unweighted</b>	<b>Unequal weights</b>	<b>Equal weights</b>
Mississippi State University	10.00	4.65	4.84
Sam Houston State University	9.00	4.60	4.50
Auburn University	9.00	3.85	3.84
University of Texas at San Antonio	9.00	3.40	3.50
Louisiana State University – Baton Rouge	8.00	3.25	3.00
Texas A&M – College Station	7.00	2.60	2.50
Lamar University	7.00	2.20	2.20
Kansas State University	7.00	2.05	1.94
Southeastern Louisiana University	6.00	2.45	2.40
The University of Tennessee at Chattanooga	6.00	1.85	2.00
University of Texas – Tyler	5.00	4.30	4.25
Louisiana Tech University	5.00	2.65	2.49
Eastern Illinois University	5.00	2.40	2.17
Georgia State University	5.00	1.50	1.42
East Carolina University	4.00	2.20	2.33
Middle Tennessee State University	4.00	2.10	1.97
Jacksonville State University	4.00	2.05	1.50
University of Oklahoma	4.00	2.00	2.00
University of North Carolina at Charlotte	4.00	2.00	2.00
Sonoma State University	4.00	2.00	2.00
Southwest Missouri State University	4.00	1.80	1.56
Iowa State University	4.00	1.75	1.99
McNeese State University	4.00	1.60	1.50
University of North Texas	4.00	1.45	1.50
East Tennessee State University	4.00	1.45	1.34
Memphis State University	4.00	1.30	1.42
Florida Atlantic University	4.00	1.05	1.10
University of Texas – Pan American	3.00	2.00	2.00
New Mexico State University	3.00	2.00	2.00
University of Missouri	3.00	1.80	1.67
Purdue University	3.00	1.40	1.50
Florida International University	3.00	1.40	1.17
Marshall University	3.00	1.20	1.33
Shippensburg University	3.00	1.20	1.17
Grand Valley State University	3.00	1.20	0.93
Western Carolina University	3.00	1.00	1.00
Virginia Commonwealth University	3.00	1.00	1.00
Kent State University	3.00	1.00	1.00
University of Maryland	3.00	1.00	1.00

**Table 2**  
**Institution Affiliation of Authors (continued)**

<b>Institution</b>	<b>Unweighted</b>	<b>Unequal weights</b>	<b>Equal weights</b>
Idaho State University	3.00	1.00	1.00
Florida State University	3.00	1.00	1.00
University of Colorado at Colorado Springs	3.00	1.00	1.00
University of Louisville	2.00	2.00	2.00
Norfolk University	2.00	2.00	2.00
Illinois State University	2.00	1.60	1.50
University of Notre Dame	2.00	1.60	1.50
John Carroll University	2.00	1.20	1.00
University of Houston – Clear Lake	2.00	1.00	1.00
Oregon State University	2.00	1.00	1.00
University of Delaware	2.00	1.00	1.00
Southern Illinois University	2.00	1.00	1.00
Florida A&M University	2.00	1.00	1.00
Iona College	2.00	1.00	1.00
St. Cloud University	2.00	1.00	1.00
University of Michigan – Dear Born	2.00	1.00	1.00
North Carolina Central University	2.00	1.00	1.00
Barry University	2.00	0.90	0.75
Oklahoma State University	2.00	0.80	1.00
Indiana University	2.00	0.80	1.00
Arizona State University	2.00	0.80	0.83
Texas Tech University	2.00	0.80	0.70
University of Kentucky	2.00	0.80	0.67
University of Newcastle	2.00	0.80	0.67
Cameron University	2.00	0.75	0.70
Suffolk University	2.00	0.70	0.59
University of South Carolina	2.00	0.65	0.65
The University of Tennessee	2.00	0.55	0.66
Indiana University of Pennsylvania	2.00	0.55	0.66
The University of Georgia	2.00	0.55	0.66
Nicholls State University	2.00	0.55	0.53
University of Colorado at Boulder	2.00	0.45	0.50

**Note:** All cells in the second column (unweighted) with values less than 1 was deleted from this table to shorten the table.

**Unweighted:** All authors were given equal weights (each author was assigned a 1)

**Unequal weights:** If two authors then 0.6 & 0.4; If three authors then 0.45, 0.35, & 0.20; If four authors then 0.30, 0.25, 0.25, 0.20; If five authors then 0.25, 0.20, 0.20, 0.20, 0.10

**Equal weights:** If two authors then 0.5 & 0.5; If three authors then 0.34, 0.33, & 0.33; If four authors then 0.25, 0.25, 0.25, 0.25; If five authors then 0.20, 0.20, 0.20, 0.20, 0.20

### **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 high 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-Gyepesi & Gibbins, 1994; Clark, Hancock & Kaminski, 1997; 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).

Table 2 lists the most common institutional affiliations of *JBS* authors weighted by three measures: unweighted, unequal weighted, and equal weighted authorship. The unweighted and equal weighted measurement techniques have been previously used by several authors of summary articles (Hyman & Steiner 1997). The unequal weighted technique is unique to this study. The order and weights assigned represents the contribution of each of the authors to the manuscript. The only exception to this technique is if the authors are listed in alphabetical order.

To keep the list of institutions manageable, only institutions that have an unweighted scores greater than 1 are reported (unweighted score of 1 means that the institution's authors published one coauthored article in *JBS*). The top five universities, using either of the three weighting methods, are as follows: Mississippi State University, Sam Houston State University, Auburn University, University of Texas at San Antonio, Louisiana State University – Baton Rouge, and Texas A&M – College Station. The inclusion of Sam Houston State University in that list may suggest that *JBS* has become an in-house publication outlet. Further analysis shows that there is no such association. For example, no authors from Sam Houston State University have published an article in *JBS* from 1993 to the last issue in 1998.

### **Diversity**

Given its nature, *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, finance, and marketing. Specifically, 57.4% of the articles are about management and organizational behavior, 13.6% are about finance, and 11.4% are about marketing. One likely reason for the high percentage of management and organizational behavior articles in *JBS* is its title, which implies its orientation towards management and strategy issues.

Generally, 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 implication or 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/Organizational Behavior	101	57.39
Marketing	20	11.36
Accounting	9	5.11
Finance	24	13.64
Insurance/Small Business Entrepreneurship	8	4.55
Economics	5	2.84
International Business	1	0.57
Unknown and Others	8	4.55
<b>Total</b>	<b>176</b>	<b>100</b>

### 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, the ratio for *JBS* is roughly the same. Table 4 highlights the difference between *JBS* and three other selected serials. Out of 375 authors, 317 (84.5%) are 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).

### Coauthorship

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).

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 coauthored. Similarly, McDowell and Melvin (1983) found that in the area of economics, there is a positive correlation between experience and the probability of coauthorship. In other words, the greater the experience of an author, 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., "the publish or perish" mentality). Many institutions,

especially smaller universities, do not or cannot provide the necessary tools for such productivity (e.g., databases, reduced teaching assignments, graduate research assistants). Therefore, coauthors tend to be faculty members from different institutions.

**Table 4**  
**Gender of Authors in JBS and Selected Serials**

Gender	JBS		JBE*	CAR*	JME*
	Freq.	Pct.	Pct.	Pct.	Pct.
Male	317	84.5	80.3	88.5	91.4
Female	58	15.6	19.7	11.5	8.6

**Notes:**

JBE is *Journal of Business and Entrepreneurship*

CAR is *Contemporary Accounting Research*

JME is *Journal of Marketing Research*

\* Hyman and Steiner (1997)

In *JBS*, only 27.8% of the articles (49 out of 176) had one author, 39.2% (69 out of 176) had two authors, 27.8% (49 out of 176) had three authors, and only 5.1% (9 out of 176) 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 (39.3%) 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 is 2.10 (370/176). The highest average was in 1991, at 2.5, and the lowest average was in 1987, at 1.4.

**References**

The impact of other researchers and disciplines on research trends can be studied 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 above.

Table 7 shows that *JBS* authors referenced 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 1998 in *JBS*. At the very least it does indicate that *JBS* authors are using a greater number of references to support their studies.

**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	49	27.8	77.6	77.5	77.7	76.6	67.2	70.1	64.0	49.6	90.0	57.7
Two	69	39.2	15.4	14.1	14.3	15.4	18.8	15.8	19.0	25.2	9.0	16.4
Three	49	27.8	3.7	5.4	5.1	4.2	6.4	7.8	9.0	11.1	1.0	7.1
Four	7	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	2	1.1	2.0	1.7	1.6	1.9	3.7	3.6	3.3	6.2	0.0	14.4
Number of Different Authors	370		299	955	447	520	563	526	300	405	199	13576
Mean Mentions per Author	1.38		1.4	1.4	1.4	1.4	1.6	1.6	1.7	2.0	1.1	2.0
Years Published	1984- 1998		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 and Steiner (1997)

**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	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 ( <i>The Wall Street Journal, Financial Times, Forbes, Business Week</i> )
Proceedings/Conference Presentation	Published conference proceedings or working paper or presentations from academic conference
Other	General interest magazine or other source

\* Hyman and Steiner (1997)

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* is 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/monograph 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 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	10.4
1985	76 + 48 = 124	5 + 4 = 9	13.77
1986	59 + 60 = 119	5 + 5 = 10	11.9
1987	90 + 77 = 167	5 + 5 = 10	16.7
1988	90 + 110 = 200	6 + 8 = 14	14.28
1989	173 + 178 = 351	8 + 7 = 15	23.4
1990	134 + 140 = 274	7 + 8 = 15	18.26
1991	112 + 103 = 215	6 + 8 = 14	15.35
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	35.16
1995	252 + 147 = 399	6 + 4 = 10	39.9
1996	215 + 227 = 442	5 + 5 = 10	44.2
1997	187 + 132 = 319	5 + 4 = 9	35.4
1998	183 + 147 = 330	4 + 4 = 8	36.6
<b>Total</b>	<b>4,198</b>	<b>176</b>	<b>23.85</b>

**Table 8**  
Citations of JBS and Other Selected Serials

Citations	JBS		JBE*	JIBS*	JBC*	JAЕ*	HERJ*
	Freq.	Pct.	Pct.	Pct.	Pct.	Pct.	Pct.
Serials	2934	71.8	48.9	55.7	55.0	51.6	38.3
Books/Monographs	281	6.9	22.4	37.4	36.0	26.4	29.1
Trade Press/ Magazines/Newspaper	239	5.8	14.6	Na	Na	Na	Na
Proceedings/Conference							
Presentations papers	536	13.1	4.1	2.0	Na	2.0	2.4
Dissertations/theses	1	Na	Na	Na	Na	1.0	8.3
Other	95	2.3	10.0	4.9	9.0	18.1	10.8
<b>Total</b>	<b>4086</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Mean Cites per Article	23.85	Na	20.6	35.8	32.3	11.2	16.9
Number of Articles	176	Na	189	252	90	187	106
Years Published	1984-1998		1989- 1996	1984- 1993	1988- 1992	1983- 1989	1974- 1980

**Notes:**

JBE is *Journal of Business and Entrepreneurship*

JIBS is *Journal of International Business Studies*

JBC is *Journal of Business Communication*

JAЕ is *Journal of Accounting Education*

HERJ is *Home Economics Research Journal*

Na implies not available or negligible

\* Hyman and Steiner (1997)

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 *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 miscellaneous publications.

### **Empirical Articles**

About 43.75% (77 out of 176) of the articles in *JBS* are empirical. This percentage is 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% (Waheeduzzaman & Krampf, 1992). 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 15-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 increasingly common, a trend noticed by others who have written summary articles (Schroeder, Langrehr & Floyd, 1995). Also, authors are choosing to cite an increasing number and a larger variety of sources. The largest percentage of citations in *JBS* is serial publications. The diversity of the articles suggest 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 per article, which is consistent with other journals.

When William B. Green, the first 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 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 surveyed 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.

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 the publishing of more special issues, and/or increase the number of issues per year from two to three or four. By either indexing the abstract or the entire journal, most journals increase the readership and dissemination of knowledge. Although *JBS* have been indexed by Wilson Business Abstracts and CARL Uncover abstracting services, another recommendation is to persuade additional abstracting services (such as ABI/INFORM).

Based on personal interviews with selected editorial board members and the analysis of both past issues of the *JBS* and other comparable journals, some additional recommendation 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 in the business strategy area; and 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 \$12.50). 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 notoriety of the journal.

Some of these recommendations are 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 bi-annual issues or mailed out to various institutions, whereas hosting an annual conference or increasing the number of issues per year may require 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.

**Limitations and Future Research**

This study has two key limitations. First, because *JBS* did not publish bio-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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