

Management and Organization Review

Reviewer Guidelines

Mission Statement

Management and Organization Review (MOR) is dedicated to advancing global knowledge on management and organizations. *MOR* aims to publish innovative research contributing to management knowledge in three domains:

- Fundamental research in management
- International, comparative and cross-cultural management
- Chinese management, including research on the management and organization of Chinese companies both in and outside of China, and multinational companies operating in China.

MOR seeks creative, context-rich theorizing, whether derived inductively or deductively, as well as studies that rigorously test existing theories.

MOR encourages variety. We invite indigenous, cross-cultural and comparative research on traditional and non-traditional topics. We welcome studies using conventional as well as innovative research methods. For papers that are not China specific, and if appropriate, we encourage authors to discuss or speculate about the implications of their theories and findings for research in the Chinese context.

All articles published in *MOR* must make a theoretical contribution and provide new knowledge on the issue being studied. Methodological articles are welcome, but they should be relevant for Chinese management research and contribute to future studies of management or organization issues.

MOR's editors ask these questions of each manuscript: does it fall within our domain; does it offer fresh insights; is it methodologically competent; and is it persuasive, that is, does the evidence or logic substantiate the conclusions?

Editorial Policies

1. The journal publishes original research that is (a) fundamental, (b) relevant to an international audience, and/or (c) of special relevance to China as outlined in the *MOR* mission statement.
2. Articles that are descriptive accounts of phenomena or applied essays intended for executive or practitioner audiences do not fall within the domain of *MOR*.
3. *MOR* publishes empirical and theoretical articles in the field of management, which includes but is not necessarily limited to the following disciplines: organizational behavior,

organizational theory, human resource management, strategic management, cross-cultural management, international management, and business ethics.

4. The journal publishes articles in English only. A Chinese translation of the Abstract of each article is also published in the same issue

5. The journal accepts original manuscripts that are not under review or consideration for publication in other journals or books.

6. All papers will be blind reviewed by two qualified reviewers.

7. *MOR* aims to provide constructive and developmental feedback on all manuscripts regardless of editorial outcome. The goal is to advance research through high quality feedback in the developmental reviews.

8. *MOR* aims to provide timely feedback and will aim to make an editorial decision within three months after the manuscript is received.

Review Process

1. Manuscripts are electronically submitted to the IACMR Manuscript Central site at <http://mc.manuscriptcentral.com/mor>. We check the manuscript to ensure that it is appropriate for the journal, that it is formatted according to the *MOR* Style Guide, and that it is formatted for blind review.

If you do not already have a profile on Manuscript Central, you will be prompted to provide your address and a minimum of three keywords to designate your areas of expertise.

2. The Editor-in-Chief assigns manuscripts eligible for review to one of the senior editors or consulting editors to serve as an action editor (AE). This AE will, in turn, suggest two main reviewers and two backup reviewers.

3. As a reviewer, you will receive an invitation to review a manuscript from the *MOR* Manuscript Central site. Please respond to the initial request to inform the managing editor of your response to the request. Once you agree to review, the manuscript and instructions on how to review will be available to you in your Reviewer Center on Manuscript Central.

4. You are given four weeks to do the review. If you find you cannot complete the review within this time frame, please let us know immediately so that we may consider an appropriate extension or reassign the manuscript if necessary.

5. We will send reminders two and three weeks after you have received the manuscript. We are committed to providing timely feedback to authors. Please try your best to send the review within the four week time frame.

6. Completing reviews early will not lead to more papers to review. We will honor our commitment of a maximum average of one manuscript every two months. If we truly need your help with an extra one, we will email you first to seek your approval before sending the manuscript.

7. Decision letters will be sent electronically to the authors, and you will receive a blinded copy of the decision letter, which includes the reviews.

8. Because of our "developmental" goal, we tend to offer the opportunity to revise and resubmit to authors even on manuscripts that may require substantial work. This is to help authors develop the manuscript as much as possible. We will try to make a final decision after the second revision.

9. We attempt to utilize the same reviewers throughout a manuscript's progression through the revise and resubmit process.

Review Writing Guidelines

1. Please use first and second person in your writing style, as if you were speaking to the author directly about his or her manuscript. This will facilitate a more "friendly" tone.

2. Be specific about the problems you see and offer suggestions wherever possible. There is a high proportion of new authors in this field. Therefore, you are a "coach" as well as a "judge".

3. Try to find positive features of the manuscripts as well as identifying problems. Even for manuscripts with serious problems that may not be able to be rectified, it does not hurt to provide some positive feedback to the author. Through our encouraging and developmental style, we hope rejected authors will be motivated to do better in the future and to send their future manuscripts to *MOR*.

4. It is helpful if you use a "numbering" system to make your points. This helps you to organize your feedback and makes it easier for the author and action editor as well.

5. Please do not make statements such as "this manuscript should be accepted," or "this manuscript has a good chance of being accepted," or "this manuscript should not be accepted," etc. In other words, please do not comment on the possible ultimate outcome of the review process.

6. Because of the China emphasis, we would like manuscripts to draw implications for Chinese management research, if possible and appropriate. Please make this suggestion in your review if fitting.

7. For a reasonable proportion of our authors, English is their second language; therefore, we ask that you do not judge the merit of the manuscript in terms of the English writing. Rather, focus on the ideas. If there is merit, we can improve the English during the revision process.

8. If the manuscript is good but not good enough for *MOR* or if the topic does not fit the mission domain of *MOR*, please suggest other journals that the author may consider in the "Comments to the Action Editor" section on the review form. Please do not mention this in the "Comments to the authors".

9. You will always have access to the review and the submission in your Reviewer Center. When you agree to review the revised version, you will have access to the authors' comments and both submissions.

10. Please remember that *MOR* values providing highly developmental feedback to all of our authors. Regardless of the quality or of the promise of the paper for publication in *MOR*, we hope authors will learn how to conduct better research through the feedback we provide. We appreciate your patience in engaging in this extraordinary developmental role for *MOR* authors!

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