

Russian Management Journal Editorial Policy

Dear readers, authors and reviewers of the *Russian Management Journal*!

Launched in 2003, the *Russian Management Journal* (RMJ) is now one of the leading Russian journals dedicated to management and economics. Regarding impact factor, RMJ's ranks high among Russian research journals according to the Russian Science Citation Index (see <http://www.elibrary.ru>). Authors, whose papers are published in the *Russian Management Journal*, confirm thereby a high academic level of their work in the eyes of the professional community.

At the same time, in today's dynamic world, as it aspires to remain a landmark professional resource for researchers of important contemporary management problems, RMJ needs regular updates of its editorial policy.

Mission and Priorities of RMJ: New Vision

Publishing first-class papers that meet world standards as regards their concepts, research techniques and objects is the top priority of the RMJ. The editors in chief of the *Russian Management Journal* defined its key objective in their Statement that appeared in the first issue in 2003: rendering assistance to the Russian research community in resolving the most significant problems of contemporary management. The objective proved its significance. Now we have to reach a new level because, over the past 11 years, the journal has evolved along with the evolution of the Russian market economy and the largest Russian companies that established themselves as important international market players. These 11 years also brought about significant changes in the Russian education system, including business education, which is now oriented towards international standards.

A research journal is a two-sided publishing platform. It works in both the readers' market and in the authors' market (it is to be noted that a peer-reviewed research journal does not order papers from authors). Therefore, the journal's mission statement should be oriented to both authors and readers. Presently, such a two-sided platform is international. For instance, marketing specialists want to know the market demand structure; personnel management specialists want to understand the specific features of the human capital market in Russia and other emerging economies. One could easily add a number of similar examples. Such readers are interested in obtaining information on the results of international research based on internationally accepted techniques in order to make their own objective conclusions.

The *mission* of the *Russian Management Journal* is the creation and constant renovation of an interaction medium for various categories of Russian and international authors and readers. Such a medium should support a comprehensive range of views and management research topics.

The *Russian Management Journal* focuses on the research in management of organizations. It seems impossible to formulate a strict definition of management or define a strict boundary between management and economics. It is however important to note several points. First, management is a science studying human behavior at making managerial decisions within an organization, which determines the micro level of relevant tasks. The studies in management are not limited to purely economic motivations. They encompass the entire interdisciplinary range of motives, including psychological, sociological, and various institutional aspects. Second, management as a scientific discipline cannot be a set of ready-made managerial solutions offered without evidence of their economic effect for the organization. This will entail clear definition of efficiency criteria. Third, management as a result of theoretic or applied analysis usually implies the development or strict analysis of approaches to decision making within the organization.

Structure of the Journal

RMJ publishes only original research papers that are grouped into the following sections.

Theoretical and Empirical Studies

This section contains theoretical and empirical studies dealing with clearly defined research problems. We would like to draw the authors' attention to the absence of limitations on research topics within the broad area of organization management. For instance, non-commercial, not-for-profit organizations may now be the object of research. There are also no limitations on the technical methods of research: papers based on

conceptual analysis are admitted on the same terms and conditions as papers using mathematical models or empiric data analysis.

Irrespective of topics and methods used, papers should have specific managerial applications related either to the decision making in the relevant companies (normative approach) or to the description of actually used management methods and reasons of their use (positive approach).

In addition, the genre boundaries become less strict. The journal is ready to publish both “long” (40,000–60,000 printing characters) research papers and “short” ones (20,000–40,000 printing characters), the latter being dedicated to specific problems of local character or development of management research technique methodology.

A research paper published in RMJ should contain a clearly defined problem and description of the relevant solution technique, which would enable a reviewer and then a reader to decide whether the author has actually solved the problem. It is desirable that the descriptive part of “long papers,” including the literature review, does not exceed 30 percent of the entire text. The important principle shared by the RMJ editors is that there can be no research papers outside of the relevant problem areas: the authors of pioneer ideas in economics, finance, and management had comprehensive bibliographies even in their first publications.

Critical Surveys

RMJ publishes critical surveys of research in various areas of management. The main requirement to the papers in this section is the presentation of an original critical view on the chosen topic and a comprehensive range of reviewed sources including classical and contemporary papers published in top academic journals.

Methodology of Management Research

This section is dedicated to the publication of original reviews of existing management *research tools* or papers suggesting new ones. These materials should present detailed studies in model-building technique, as well as the selection and justification of criteria and algorithms of managerial decision making, data mining, and measuring of various indicators.

History of Management and Management Thought

The papers in this section may be dedicated to either the history of management thought or the history of implementation of management ideas and functioning of companies in the past. As a rule, such materials have certain historical specificity, which entails making archive documents and rare works or new interpretations of known sources available for the research community.

Practice of Management

This section contains papers dealing with the description and analysis of specific cases of the application of management concepts and techniques in *existing companies and organizations*. This implies the analysis of activities and decisions, as well of their results, for a given company over some period. It is to be noted that, as in any business case, we deal with the description of the practices used and their results rather than with the description of “best practices.” This section also includes papers presenting the analysis of the influence of changes in laws or government policies on the activities of specific companies and/or industries. The works dedicated to the strategic resource analysis and achievement of competitive advantages by existing firms are of particular interest. This section is subject to the same requirements as other RMJ sections concerning the volume of papers and citations.

Manuscript Evaluation Policy

Manuscripts submitted for publication are subject to the primary selection process by the editors on the basis of the general assessment criteria (see *For Authors* section on our website <http://www.rjm.ru/en>). Materials that successfully passed this process are submitted for external review. The peer-review reports are sent to the author within 2–3 months since the date of paper submission. RMJ employs a double-blind review process. The author and reviewers are not informed about each others’ names and credentials. It is to be noted that RMJ’s reviewers, as a rule, make a significant contribution to the preparation of the final versions of the publication by making specific recommendations aimed at improving the content and presentation of research papers.

At present, RMJ possesses a unique pool of over 130 highly skilled reviewers with great expertise in various specialist areas of management and the experience of the application of different research techniques. Our journal is extremely grateful to all colleagues who were or will be consulted for their expert opinions. Without their contributions, RMJ could not meet the high international standards followed by the journal’s Editorial Board.

Conclusion

The *Russian Management Journal* set important goals aimed at the realization of its mission. One involves arranging regular roundtables of researchers and practitioners in various fields of management dedicated to the problems of current interest. Another goal is starting to publish cover-to-cover versions of the journal in Russian and English languages. We believe that these steps will help us attract a much wider circle of authors working in many areas of management in emerging markets, including authors carrying out comparative studies.

We thank in advance those who will contribute to further development of the *Russian Management Journal*. We hope that our collaboration will stimulate the fruitful exchange of knowledge about the principles and mechanisms of management of modern organizations, as well as approaches to achievement of competitive advantages in Russian and international markets.

Alexander V. Bukhvalov
Co-Editor in Chief,
Graduate School of Management,
St. Petersburg State University, Russia

David J. Teece
Co-Editor in Chief,
Haas School of Business,
University of California Berkeley, USA