

THE CONTENT AND BIBLIOMETRIC ANALYSIS OF ARTICLES PUBLISH IN LONG RANGE PLANNING JOURNAL (2001-2016)

Sami Ullah¹

Inam Ullah Khan²

Muhammad Zohair Durrani³

Muhammad Nawaz⁴

Abstract

Strategic management as a field with lacks coherence elements due to distinct subject. Trends emerging in strategic management make boundary spanning and dynamic nature field. This study has reviewed the current content analysis and change of strategic management 'views' from the year 2001 to 2016 in different journal of strategic management, specifically long range planning journal. Annotative bibliometric methodology adopted to analyze the result and the analysis based upon three eras; 2001 to 2005, 2006 to 2010 and 2011 to 2016. The strategic management pendulum of 'views' not still at any era. This study also provide future directions for further investigation in this field.

Keywords: Performance, efficiency, effectiveness, strategy, competitive advantage, globalization and capabilities.

Introduction:

Strategic management defined as “a process that deals with the entrepreneurial work of the organization, with organizational renewal and growth, and, more particularly, with developing and utilizing the strategy which is to guide the organization’s operations” (Schendel & Hofer, 1979). Furthermore strategic management is about the direction of organizations, most often, business firms and it includes those subjects of primary

concern to senior management, or to anyone seeking reasons for success and failure among organizations (Rumelt, Schendel, & Teece, 1994). The principles of strategy were discussed by Homer, Euripides, and many other early writers. The word strategy comes from the Greek strategos, "a general," which in turn comes from roots meaning "army" and "lead." The Greek verb stratego means to "plan the destruction of one's enemies through effective use of resources."

¹Author is Ph.D scholar at NCBA&E, E. mail : malikinamullahkhan@gmail.com

²Author is Ph.D scholar at NCBA&E

³Author is Ph.D scholar at NCBA&E

⁴Author is Ph.D scholar at NCBA&E

The concept of strategy in a military or political context has remained prominent throughout history, and has been discussed by such major writers as Shakespeare, Montesquieu, Kant, Mill, Hegel, Clausewitz, Liddell Hart, and Tolstoy. The strategic concepts developed by these writers have been used by numerous militarists and political theorists, such as Machiavelli, Napoleon, Bismarck, Yamamoto, and Hitler (as cited in Bracker, 1980). Modern strategic management writer start working from 1960s. The publication of different author such as Chandler (1962), Ansoff (1969) and Andrews (1971) are mainly the roots of strategic management. Over the time it's becoming mature in the field of management. The discipline's progress toward maturity with several factors. First, there has been a marked increase in the range of topics addressed (Hoskisson et al., 1999). The study of 1960s which was the start of strategic management. That study has been given different ways and emerge different topic on strategic management. Emerging topic were internationalization, competition, leadership, relationship between firm and corporate social responsibility (Guerras-Martín, Madhok, & Montoro-Sánchez, 2014). Second, there has been increase in the range of research methods (Hoskisson et al., 1999; Ketchen et al., 2008). Using quantitative tool, multilevel analysis and hybrid methodology instead of depth case studies (Molina-Azorín, 2012). Third and the most important factor was the development of definition of strategy and strategic

management. Furthermore, Ronda Pupo and Guerras-Martin (2012) said that, the definition of strategic management develop slow but inexorable manner and spreading over the time. Fourth, and last factor is that, the academic community show interested in strategy research. Similarly, the long range planning journal (LRP) has published special issues on such relevant topics as networks and alliances, organizational capabilities, entrepreneurship, global strategy, strategic process, resource based view (RBV), evolutionary approaches, technological competences, strategy and economics and the psychological foundations of strategic management, among others (Guerras-Martín & Ronda-Pupo, 2013). Recent years have witnessed the emergence of alien of research that uses scientometric techniques to discover and analyze the intellectual structure of strategic management and its evolution. The subjects of interest overlap with several other vigorous fields, including economics, sociology, marketing, finance, and psychology (Hambrick, 2004). Furthermore, moving toward specific journal that is long range planning journal, there is insufficient literature available on content analysis of current topics and also to check the movement of pendulum toward strategic management views. So that is the reason, this research focus on to analyze that how change and development accrued from 2001 to 2016 in long range planning journal. Because it is significant to analyze and understand the current evolution, content analysis and change in

'views' in research article publish in recent era. Second, these analysis provide brief overview of current research and also provide insights about the future of the strategic management literature. It also provide the presence of new challenges and themes in the field of strategic management specifically in long range planning journal. Basically this research give answer of these two basic question.

RQ1 - What are the main themes/contents (in terms of the keywords performance, efficiency, effectiveness, strategy, competitive advantage, globalization and capabilities) of articles published in long range planning journal from 2001 to 2016?

RQ2 - What are the strategic views that are prevalent in articles published between 2001 to 2016?

Objective of the Study

- To perform content analysis of articles publish from 2001 to 2016 in long range planning journal.
- To check the prevailing view or school of thought in strategic management published over the period of time.

Methodology

In order to achieve the objective of this research, articles has been downloaded from 2001 to 2016 from strategic management journal specifically publish in long range planning journal. Long range planning journal is top ranked strategic management journal and the objective of this research can be achieved by studying long range planning journal. The downloaded criterion for those article depend upon some key variable such as performance, efficiency, effectiveness,

strategy, competitive advantage, globalization and capabilities etc. These variables are approximately related to strategic management field so that is the reason, the selection of these articles are based on these variables. Approximately 619 articles were downloaded on the basis of those key variables and out of 619 only 60 articles were related to this study on the basis of key variable. The next step is to make and excel sheet for annotated bibliography. Reading all articles topic and abstract and put related data into annotative bibliography sheet. That is the first objective of this paper to do content analysis. Then further move toward detail of the articles like to check methodology, sampling technique, finding variable, checking element of strategic management, views of strategic management and result etc to complete the whole annotated bibliography sheet.

Analysis

The first objective of this study is to analyze downloaded articles for contents analysis with respect of keywords or themes. Results are shown in Table.1, 2 and graph 1. Table.1 shows the frequency of key variable within each year in long range planning from 2001 to 2016. As seen in the table, performance variable having total number of papers 32 out of 60 papers in LRP, after that strategy having 11 papers and others variables such as efficiency, effectiveness, competitive advantage, globalization and capabilities having articles with number as seen in table.1. Total number of papers are also shown according to the key variables with

each year. The table represents the total number of papers with each year according to the key variables.

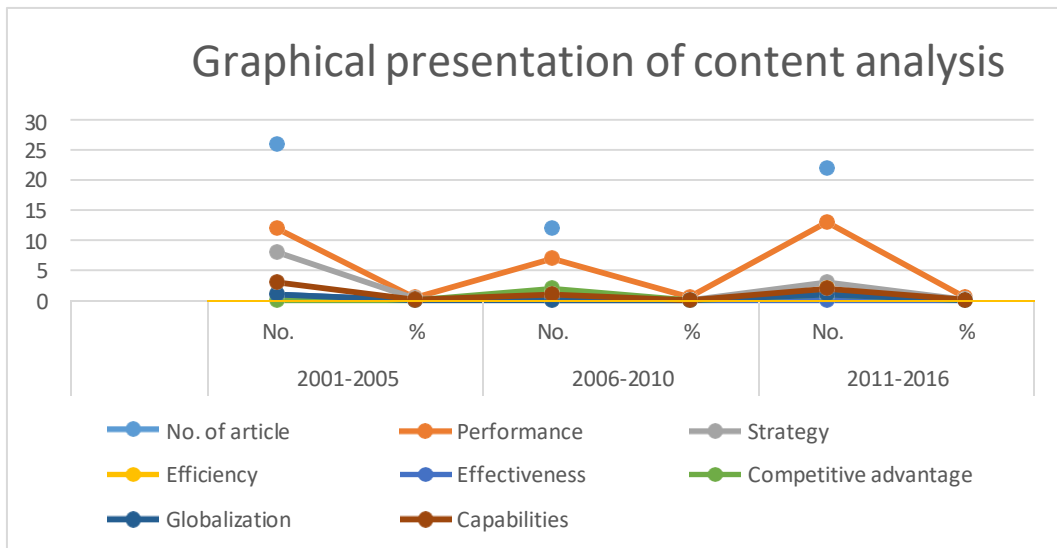
Table.1									
Number of key variables article within each year									
Year	LRP	Perfo rman ce	Strate gy	Effici ency	Effect iveness	Competi tive advanta ge	Globa lizatio n	Capa bilitie s	Total
2001	0	0	0	0	0	0	0	0	0
2002	6	3	1	0	1	0	0	1	6
2003	8	3	4	0	0	0	0	1	8
2004	6	2	3	0	0	0	1	0	6
2005	6	4	0	1	0	0	0	1	6
2006	4	3	0	0	1	0	0	0	4
2007	3	2	0	0	0	1	0	0	3
2008	2	0	0	0	0	1	0	1	2
2009	1	0	0	1	0	0	0	0	1
2010	2	2	0	0	0	0	0	0	2
2011	1	0	0	1	0	0	0	0	1
2012	1	0	0	0	0	0	1	0	1
2013	3	2	0	1	0	0	0	0	3
2014	1	0	0	0	0	1	0	0	1
2015	4	3	1	0	0	0	0	0	4
2016	12	8	2	0	0	0	0	2	12
Total	60	32	11	4	2	3	2	6	60

Table. 2						
Number of article per keywords and time periods						
	2001-2005		2006-2010		2011-2016	
	No.	%	No.	%	No.	%
No. of article	26		12		22	
Performance	12	46.15%	7	58.33%	13	59.09%
Strategy	8	30.76%	0	0.00%	3	13.63%
Efficiency	1	3.84%	1	8.33%	2	9.09%
Effectiveness	1	3.84%	1	8.33%	0	0.00%
Competitive advantage	0	0.00%	2	8.33%	1	4.54%
Globalization	1	3.84%	0	0.00%	1	4.54%
Capabilities	3	11.53%	1	8.33%	2	9.09%

The purpose of Table.2 is to show accumulated frequency and percentage of articles between groups of years. Total years has been divided into three part like from 2001 to 2005, 2006 to 2010 and from 2011 to 2016. To analyze the first group 2001 to 2005 part vertically it show that, total articles are 26 and out of these articles performance gain highest number that is 12 and percentage is 46.15%. Strategy has 8 and percentage is 30.76%, efficiency has 1 and percentage is 3.84%, effectiveness has same result, competitive advantage has 0 and percentage has 0%, globalization has 1 and percentage has 3.84% and capabilities has 3 and percentage has 11.53%. If moving horizontally in table.2 the percentage of performance increasing in every year's era like the key variable of performance in 2001 to 2005 is 46%, 2006 to 2010 is 58% and in 2011 to 2016 is 59%. Which predicts that performance

key variable is the variable that is more focused during the last 16 years in firms according to the LRP journal. So the point of discussion here is that, in 21th century, the working on performance is very high and according to current trend, efficiency should on second number but the result from the data is different and efficiency has only one study.

The remaining columns from 2006 to 2010 and 2011 to 2016 of table.2 shows similar result and explanation of these columns are accordingly. So it is concluded that from 2001 to 2016 the overall working on performance is high as compare to other key variables. Furthermore content analysis on the basis of key variables as seen in the graph.1. the red line color show the performance variable used in 2001-2005, 2006-2010 and 2011-2016 and other variables are also presents in graph with different colors.



Graph 1. Content analysis on the basis of key variables.

Years	Views Table. 3		TOTAL
	KBV	RBV	
2001	0	0	0
2002	1	5	6
2003	2	6	8
2004	0	6	6
2005	3	3	6
2006	2	2	4
2007	1	2	3
2008	1	1	2
2009	0	1	1
2010	1	1	2
2011	1	0	1
2012	0	1	1
2013	0	3	3
2014	0	1	1
2015	1	3	4
2016	3	9	12
	16	44	60

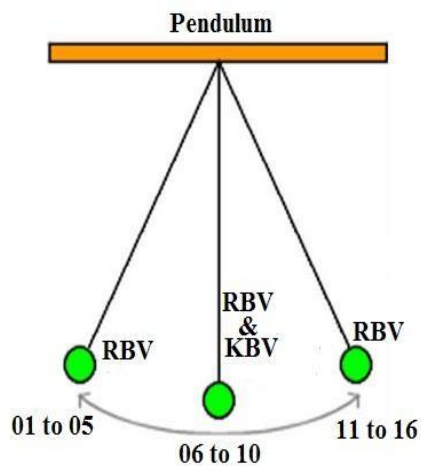


Figure 2 Evolution of strategic management research

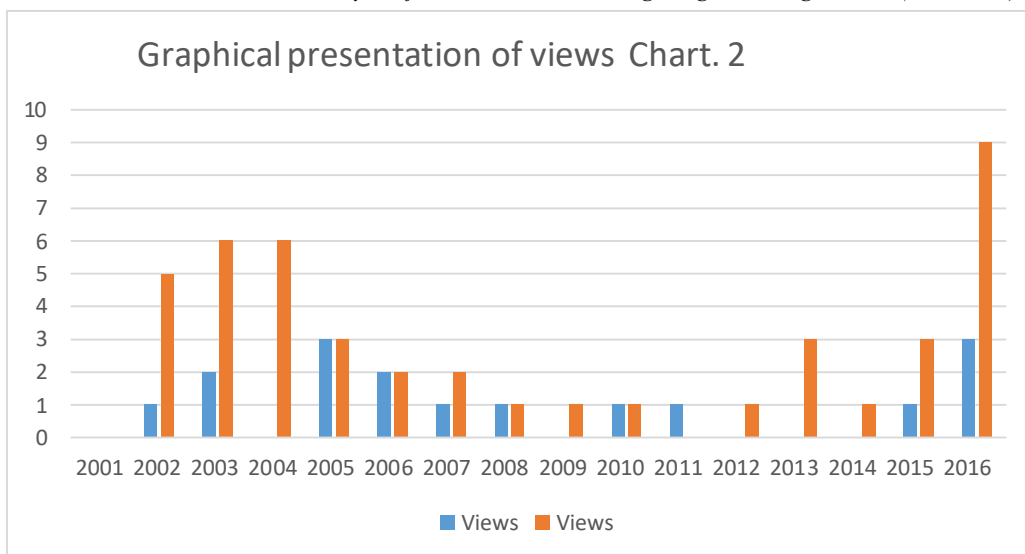
Second objective of the study is to check the direction of strategic management views with year. As seen in table.3 total number of papers based on RBV from 2001 to 2016 are 44 and total number of KBV from 2001 to 2016 are 16 which is very low in number. So according to the LRP journal from 2001 to 2016 the firms mostly focus on resource based view. Because they want to obtain the competitive advantage by using the technological innovation in their system on the basis of internal resources.

Furthermore, the data of table 3 present in graph 2 and also figure 2. So according to figure.2 which represents the pendulum of evolution of strategic management research, where pendulum on the year 2001 to 2005 still on the

resource based view because firms concentrate on the internal resources to make competitive advantage. In 2006 to 2010 the pendulum falls to resource based view and knowledge based view. Because firms acquired the knowledge and resources of the internal external resources for competitive edge through technological advancement, product

innovation, and managerial actions through strategies for the better decisions of the firms. Firms in 2011 to 2016 focused on the resource based view, the pendulum shifts on the RBV because the firms again thinking on the competitive advantage for that they more focused on the resources due to the globalization trend in the world. The 60 research papers of long range planning journal focused on these views by three shifts of pendulum consist of five year pattern and still the pendulum is moving consistently.

Further explanation of table 2 shows in graph 2. Red color shows the resource based view and blue color shows the knowledge based view. It can be seen that there is change in view from 2001 to 2016 randomly. Furthermore, the ratio of RBV is high at the start and moving toward mid the ratio is equal and then again RBV increases. It shows that at the start organization more focusing toward RBV and less focusing toward KBV but moving toward mid the ratio become equal and currently the ratio again changed and RBV increases which shows that currently organization are more focusing toward RBV.



Implication of the Study

According to this research paper, working on performance are high as compare to other key variables and sufficient literature available on performance. Furthermore, literature on, relationship of performance with other variable are also available. So for practitioners, they can easily evaluate the important of performance and other key things that increase performance. For top management team and board of director, they can easily identify strategic management views and according to that view they can build their strategies with recent trend which will help to compete in market. For researcher, it is general perception that lots of work available on efficiency but according to this research there is huge gap available for researcher to explore because efficiency is very important for today organization. So researcher can perform further study related to efficiency.

Limitation and Future Direction

First, this study limited the boundaries toward single journal that long range planning in strategic management field. In future the comparison of different journal within strategic management field or with other field can be perform. Second, the range of years is limited to 16 years from 2001 to 2016 and to analyze the content and 'views' of strategic management required multiple of years like 50 to onward. In future, study can be perform on rang of years and the result of that study can be more reliable because sample size will increase. Third, the most important limitation is that, this research focus is only on 60 article that are not enough to do content analysis and generalize the results. So in future, number of articles can be increases to generalize the result. Fourth, as student we have less resources and experience so in future professional can perform. Fifth, the downloading criteria is based on

specific criterion variables. So in future variable can be increase or some other technique can be used.

Conclusion and Discussion

The aim of study is to find the dominant view of strategic management research and the movement of strategic management views with time period. So the research shows that, the pendulum of strategic management is not still at any end and constantly moving, this study support that, from the last 16 years pendulum of strategic management between RBV and KBV. RBV shows dominance at start and at end of the period but at mid time period both views exist simultaneously. Analysis criteria of

this research base on seven elements and time zone were divided into three parts like, 2001-2005, 2006-2010 and 2011-2016 which were highlighted in the table 1. Furthermore the analysis of this research show that from 16 years, strategic management views were dominated mostly by RBV. In current time period RBV also dominated it show that, currently mostly of the firms focus is toward internal capabilities or RBV. Mostly firms maintain their competitive edge through the importance of resources by knowledge consideration about internal, external environmental and by using the resources to gain competitive advantage.

References

- Andrews, K. R. (1971). Concept of corporate strategy.
- Ansoff, H. I. (Ed.). (1969). *Business strategy: selected readings* (Vol. 72). Penguin books.
- Bracker, J. (1980). The historical development of the strategic management concept. *Academy of management review*, 5(2), 219-224.
- CHANDLER, A. D. (1962). Strategy and Structure: chapter in the history of the industrial enterprise: Massachusetts. *The MIT Press. Che-Rose R, Kumar N, Lim LY (2006a). Entrepreneurs success factors and escalation of Small and Medium-sized enterprises in Malaysia. J. Soc. Sci*, 2(3), 74-80.
- Guerras-Martín, L. Á., Madhok, A., & Montoro-Sánchez, Á. (2013). The Evolution of Strategic Management Research: Recent Trends and Current Directions.
- Guerras-Martín, L. Á., Madhok, A., & Montoro-Sánchez, Á. (2014). The evolution of strategic management research: Recent trends and current directions. *BRQ Business Research Quarterly*, 17(2), 69-76.
- Hambrick, D. C. (2004). The Disintegration of Strategic Management: It's Time to Consolidate Our Gains. *Strategic Organization*, 2(1), 91-98.
- Hoskisson, R. E., Hitt, M. A., Wan, W. P., & Yiu, D. (1999). Theory and research in strategic management: Swings of a pendulum. *Journal of management*, 25(3), 417-456.
- Ketchen Jr, D. J., Boyd, B. K., & Bergh, D. D. (2008). Research methodology in strategic management: Past accomplishments and future challenges. *Organizational Research Methods*, 11(4), 643-658.
- Molina-Azorin, J. F. (2012). Mixed methods research in strategic management: Impact and applications. *Organizational Research Methods*, 15(1), 33-56.
- Ronda-Pupo, G. A., & Guerras-Martin, L. Á. (2012). Dynamics of the evolution of the strategy concept 1962–2008: a co-word analysis. *Strategic Management Journal*, 33(2), 162-188.
- Rumelt, R. P., Schendel, D. E., & Teece, D. J. (1994). Fundamental issues in strategy: a research agenda.
- Schendel, D. E., & Hofer, C. W. (1979). *Strategic Management: A New View of Business Policy and Planning*: Little Brown & Co. Boston, MA.