Why Top Journals Accept Your Paper

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Georgia State University
Editor-in-Chief, *MIS Quarterly*

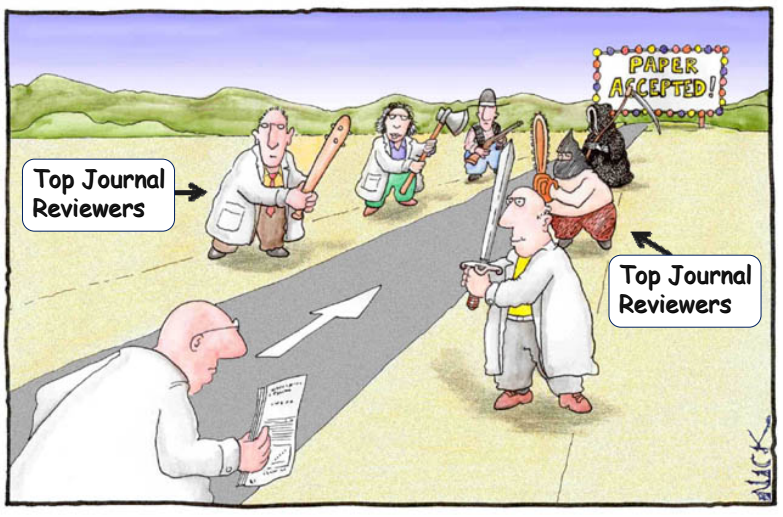
PACIS Keynote Address
July 2010

Agenda

1. What are top journals and how would one know them?
2. Methods for determining top journals
3. Difficulty of hitting the "A" journals
4. Top ten reasons why "A" journals accept your papers
5. Examples of papers that made it & types of papers that could make it
6. Concluding thoughts

1. What Are the Top Journals and How Would One Know Them?

- ✓ Clearly, top journals differ from field to field and so identifying top journals requires discipline-specific knowledge.
- ✓ Generally, those who have been in the profession for a while will have consensus about the top journals.
- ✓ Disagreements are on the margin.
- ✓ Whatever the case, top journals have a similar review process…..



Most scientists regarded the new streamlined peer-review process as 'quite an improvement.'

2. Methods for Determining Top Journals: Opinion Surveys

Rank	Rainer & Miller, 2005	Lowry et al., 2004	Mylonopolous & Theoharakis, 2001	Whitman et al., 1999	Hardgrave & Walstrom, 1997	Holsapple et al., 1994	Gillenson & Stutz, 1991
1	*MISQ*	*MISQ*	*MISQ*	*MISQ*	*MISQ*	*MISQ*	*MS*
2	*CACM*	*ISR*	*CACM*	*MS*	*ISR*	*CACM*	*MISQ*
3	*ISR*	*JMIS*	*ISR*	*CACM*	*MS*	*MS*	*CACM*
4	*MS*	*MS*	*JMIS*	*ISR*	*CACM*	*HBR*	*DSCI*
5	*JMIS*	*CACM*	*MS*	*DSCI*	*JMIS*	*I&M*	*JMIS*
6	*HBR*	*DSCI*	*IEEET*	*JMIS*	*DSCI*	*JMIS*	*JACM*
7	*DSCI*	*DSS*	*HBR*	*HBR*	*IEEETSE*	*SMR*	*ACMT*
8	*DSS*	*IEEET*	*DSCI*	*IEEET*	*OS*	*Datamation*	*IEEET*
9	*ACMTOIS*	*I&M*	*DSS*	*SMR*	*HBR*	*IEEETSE*	*ACMCS*
10	*IEEETSE*	*ACMT*	*I&M*	*JACM*	*DSS*	*DSCI*	*HBR*
11	*IEEETSW*	*EJIS*	*EJIS*	*IEEEC*	*ACMTODS*	*ASQ (tied 11th)*	*IEEEC*
12	*I&M*	*JAIS*	*SMR*	*ACMT*	*IEEET*	*DSS (tied 11th)*	*I&M*
13	*EJIS*	*ISJ*	*ACMT*	*DSS*	*SMR*	*AMJ*	*SMR*
14	*IEEETSMC*	*OS*	*DATA BASE*	*ACMCS*	*ACMCS*	*ComputerWorld*	*JISM*
15	*DATA BASE*	*HBR*	*OS*	*I&M*	*AMJ*	*ACMCS*	*ISYS*

2. Methods for Determining Top Journals: Senior Scholars

Dennis Galletta, Former President, Association for Information Systems (AIS website at http://aisnet.org accessed on November 27, 2007)

"AIS encourages members, as well as deans and department chairs, to treat a 'basket' of 6 journals as top journals in our field.…This list was adopted from a formal statement by the 'Senior Scholars Forum' as of 23 April 2007. The six journals in the list are, in alphabetical order:

European Journal of Information Systems
Information Systems Journal
Information Systems Research
Journal of AIS
Journal of MIS
MIS Quarterly"

2. Methods for Determining Top Journals: Grounding

The Effect of Longevity on Quality Considerations

- ✓ High barriers to entry into the top journal ranks
- ✓ Reputations built over a long period of time
- ✓ Once established, hard to lose

2. Methods for Determining Top Journals: Citations

Journal Impact Factors

- ✓ The journal impact factor is the average number of times articles from the journal published in the past two years have been cited in the JCR year (JCR is the "Journal Citations Report" from Thomson-Reuters' ISI Web of Knowledge).
- ✓ An impact factor of 1.0 means that, on average, the articles published since two years ago have been cited one time.
- ✓ Citing articles may be from the same journal; most citing articles are from different journals.

2. Citations

Rank		Total Cites	Factor
1	*MIS Quarterly*	2395	4.978
2	*Journal of the American Informatics Society*	2040	4.339
3	*Academy of Management Review*	6387	4.254
4	*Journal of Marketing*	5307	4.132
5	*Marketing Science*	1724	3.788
6	*Administrative Science Quarterly*	5906	2.719
7	*Annual Review of Information Sciences*	298	2.652
8	*Journal of Marketing Research*	4495	2.611
9	*Academy of Management Journal*	6944	2.2
10	*Journal of Consumer Research*	4356	2.161
11	*Information Systems Research*	949	2.054
12	*Strategic Management Journal*	6137	1.897
13	*Journal of Business Venturing*	1279	1.846
14	*Scientometrics*	1406	1.738
15	*Journal for the American Society of Information Science and Technology*	2552	1.583
16	*International Journal of GIS*	960	1.562
17	*Journal of Information Technology*	347	1.543
18	*Entrepreneurship Theory and Practice*	691	1.537
19	*Journal of Management*	2562	1.535
20	*Journal of Environmental Economics and Management*	1714	1.529
21	*Information & Management*	1230	1.524
22	*Journal of the Academy of Marketing Science*	1336	1.485
23	*Journal of Management Information Systems*	1167	1.406
24	*Harvard Business Review*	4475	1.404
25	*Journal of Management Studies*	1622	1.326
26	*Journal of International Business Studies*	1788	1.25

Table 2. ISI Impact Factors (2007; accessed June 11, 2007)

2. Methods for Determining Top Journals: Citations

Journal	Total Citations
MISQ	4327
ISR	2896
MS	1810

Table 2. Re-Analysis and Aggregation of Lowry et al.'s (2007) Citation Tables of the Period 1990-2004

Source: Lowry, P.B., Karuga, G.G., and Richardson, V.J. "Assessing Leading Institutions, Faculty, and Articles in Premier Information Systems Research Journals," *Communications of the Association for Information Systems* (20:Article 16) 2007, 142-203.

2. Methods for Determining Top Journals: Citations

From: Guy Fitzgerald [Guy.Fitzgerald@brunel.ac.uk]
Sent: Wednesday, June 24, 2009 8:57 AM
To: AISWORLD Information Systems World Network
Subject: [isworld] Journal Impact factors

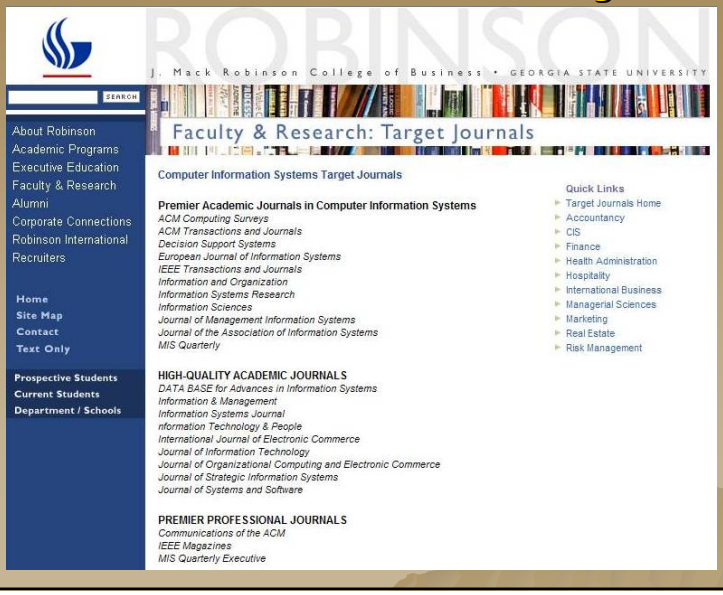
Dear All:
As you may be aware the 2008 Impact Factors (IFs) were released by ISI Web of Knowledge last Friday (2009 IFs will be released in a years time). As AIS VP of Publications I would like to inform you of the IFs for the journals in the AIS Senior Scholars Basket of Journals (see http://home.aisnet.org/displaycommon.cfm?an=1&subarticlenbr=346 for details of the Basket) which were as follows:

MISQ - 5.183 (Management Information Systems Quarterly) *ISJ* - 2.375 (Information Systems Journal) *JMIS* - 2.358 (Journal of Management Information Systems) *ISR* - 2.261 (Information Systems Research) *JIT* - 1.966 (Journal of Information Technology) *JAIS* - 1.836 (Journal of Association for Information Systems) *JSIS* - 1.484 (Journal of Strategic Information Systems) *EJIS* - 1.202 (European Journal of Information Systems).

AIS is very pleased that *JAIS* has performed so well in its first listing by ISI and I would like to offer my congratulations to everyone who has helped to achieve this and in particular to the Editor-in-Chief, Kalle Lyytinen, and his team. I would also like to congratulate all the other journals on their excellent results. Overall this appears to be a good outcome for the discipline of information systems in general as it seems that IS journal Impact Factors are on the up and competitive with other disciplines. Of course IFs are certainly not the only indicator of quality and should be treated with caution.

Professor Guy Fitzgerald
Vice President of Publications (Association for Information Systems) Department of Information Systems and Computing Brunel University Uxbridge, Middlesex UB8 3PH United Kingdom

2. Methods for Determining Top Journals: Institutional Targets



2. Methods for Determining Top Journals: Author Affiliation Index

- ✓ Ferratt et al. (2006) calculated an index of author affiliation that links the prestige of an authors' school to the journals.

Journal	L	K	PT	WH	MT	W	Mean rank	Rank of mean	TUSB AAI mean	TUSB AAI rank	IS AAI mean	IS AAI rank
ISR	2	2	2	2	3	4	2.50	2	0.519	1	0.717	1
MISQ	1	1	1	1	1	1	1.00	1	0.451	3	0.678	2
JAIS	12		9			30	17.00	8	0.351	5	0.502	3
JMIS	3		3	4	4	7	4.20	3	0.454	2	0.491	4
DATABASE			8	31	14	17	17.50	9	0.258	9	0.415	5
CAIS			5		18		11.50	5	0.290	8	0.402	6
JSIS	18	22	16	23	20	30	21.50	10	0.399	4	0.298	7
DSS	7	20	1	10	9	13	11.00	4	0.333	7	0.241	8
I&M	9	15	5	17	10	15	11.83	6	0.080	10	0.0213	9
EJIS	11	14	4	20	11		12.00	7	0.346	6	0.122	10

Legend:
L = Lowry et al. (2004); K = Katerattanakul et al. (2003); PT = Peffers and Tang (2003); WH = Walstrom and Hardgrave (2001); MT = Mylonopoulos and Theoharakis (2001); W = Whitman, Hendrickson, and Townsend (1999); TUSB = Top U.S. Business School Set; IS = IS School Set

3. Difficulty of Hitting the Top Journals

- ✓ Many schools insist that their junior faculty publish in the established top journals in the field.
- ✓ From a career standpoint, this should make sense to individual faculty as well.
  - Pubs are portable; teaching evals somewhat; service to discipline somewhat; service to institution, not, not, not.

3. Difficulty of Hitting the Top Journals

✓**Publications and tenure**

- **Tough to publish in very top journals**
- **Sources: Athey and Plotnicki (2000); Chua et al. (2003); Dennis et al. (2006)**

References

Athey, Susan and John Plotnicki, "An Evaluation of Research Productivity in Academic IT," *Communications of the AIS*, 3, 7, (2000), 1-20.

Chua, Cecil, Lan Cao, Karlene Cousins, and Detmar Straub. "Assessing Researcher Production in Information Systems." *Journal of AIS*, 3, 6 (January, 2003), 145-215.

Dennis, A.R., Valacich, J.S., Fuller, M.A., and Schneider, C. "Research Standards for Promotion and Tenure in Information Systems," *MIS Quarterly* (30:1, March) 2006, 1-12.

3. Difficulty of Hitting the Top Journals

- ✓ **Athey and Plotnicki (2000) examined 2763 articles from 942 IS authors over a 5 year period (1992-1996)**
- ✓ **They argue on page 10 that:**

"Only 42 universities had five or more ... articles in 5 years in the top journals …..

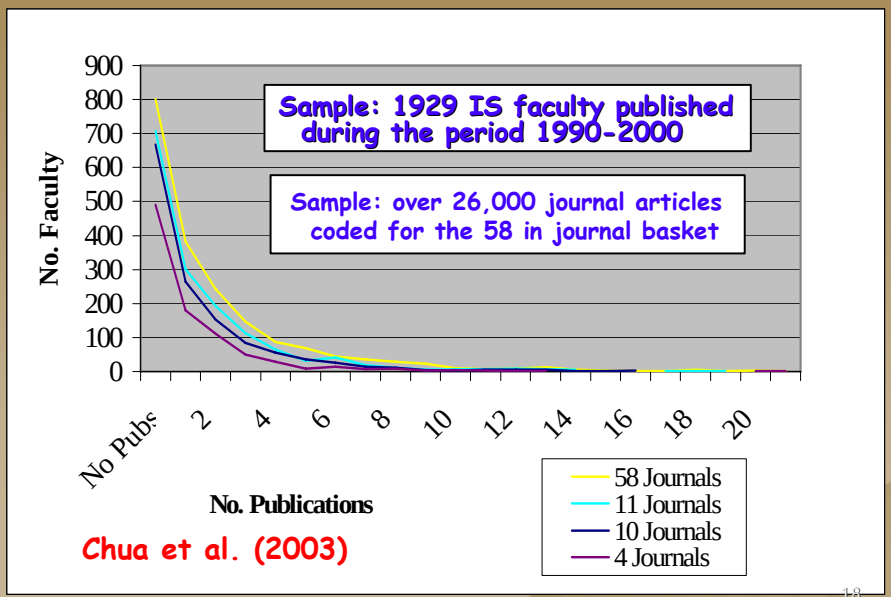
Unless authors at the same university decide to write jointly authored papers, the probability of three untenured faculty in the same department publishing two or more top tier articles in 5 years is very low."

3. Difficulty of Hitting the Top Journals

- Dennis et al. (2006) examined 475 unique IS authors over a 12 year period (1992-2004) who published within 6 years of graduation

	Worldwide		US and Canada Only	
	Two Elite IS Journals	20 Elite Business Journals	Two Elite IS Journals	20 Elite Business Journals
Number of Faculty with 4 or More Articles	0.8 (0.3%)	2.0 (0.7%)	0.7 (0.5%)	1.9 (1.4%)
Number of Faculty with 3 or More Articles	1.9 (0.7%)	3.3 (1.2%)	1.2 (0.8%)	2.9 (2.1%)
Number of Faculty with 2 or More Articles	4.8 (1.7%)	6.8 (2.5%)	3.3 (2.5%)	5.8 (4.3%)
Number of Faculty with 1 or More Articles	18.3 (6.7%)	19.0 (6.9%)	12.4 (9.2%)	15.2 (11.2%)

3. Difficulty of Hitting the Top Journals



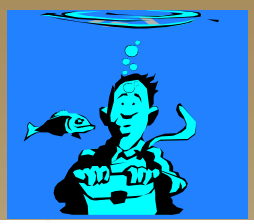
Chua et al. (2003)

4. TOP TEN REASONS Why Top Journals Accept Your Paper

My List (an editor's and reviewer's viewpoint)

1. Its basic idea is exciting (Blue Ocean strategy).
2. Its research questions are nontrivial.
3. It hits themes that are popular.
4. It sufficiently uses or develops theory.
5. It effectively uses or applies new methods.
6. It follows a recognizable formula.
7. It has a respectably large, field sample (empirical, positivist work).
8. It does not counter the work of major movers and shakers.
9. It covers the key literature sufficiently.
10. It is clean (grammatically, typographically, appearance).

The Difference Between Blue and Red Ocean Strategies

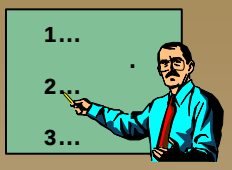


Red Ocean Versus Blue Ocean Strategy

The imperatives for red ocean and blue ocean strategies are starkly different.

Red ocean strategy	Blue ocean strategy
Compete in existing market space.	Create uncontested market space.
Beat the competition.	Make the competition irrelevant.
Exploit existing demand.	Create and capture new demand.
Make the value/cost trade-off.	Break the value/cost trade-off.
Align the whole system of a company's activities with its strategic choice of differentiation *or* low cost.	Align the whole system of a company's activities in pursuit of differentiation *and* low cost.

TOP TEN REASONS



In RANK ORDER....

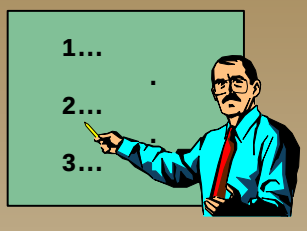
1. Has a good theory base that is applicable
2. Interesting topic that makes advances in the field (contribution-academic and practice)
3. Good research design (well executed)
4. Well presented and written

...Based on: Straub, D.W., Ang, S. and Evaristo, R. "Normative Standards for MIS Research," DATA BASE (25:1, February), 1994, pp. 21-34.

TOP TEN REASONS

In RANK ORDER....

1. Theory base
2. Well written
3. Etc.



...Based on: Daft, R.L. "Why I Recommended That Your Manuscript be Rejected and What You Can Do About It," In *Publishing in the Organizational Sciences*, L. Cummings and D. Frost (Ed.), Irwin, Homewood, IL, 1985, pp. 193-209.

5. Examples

The editorial objective of *MIS Quarterly*

- the enhancement and communication of knowledge concerning the development of IT-based services, the management of IT resources, and the use, impact, and economics of IT with managerial, organizational, and societal implications. Professional issues affecting the IS field as a whole are also in the purview of the journal.

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5. Examples

Mata, Fuerst and Barney paper on IT as resource and its ability to yield sustainable competitive advantage (1995)

Information Technology and Sustained Competitive Advantage: A Resource-Based Analysis

literature, yet the sustainability of the competitive advantage provided by IT applications is not well-explained. This work discusses the resource-based theory as a means of analyzing sustainability and develops a model founded on this resource-based view of the firm. This model is then applied to four attributes of IT—capital requirements, proprietary technology, technical IT skills, and managerial IT skills—which might be sources of sustained competitive advantage. From this resource-based analysis, we conclude that managerial IT skills is the only one of these attributes that can provide sustainability.

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Keywords: Competitive advantage, resource-based theory, IT resources

ISRL Categories: AF0401, GA01, EI0225, EL03

Introduction

The field of strategic management focuses on understanding sources of sustained competitive advantages for firms (Porter, 1980; 1985; Rumelt, et al., 1991). A variety of factors have been shown to have an important impact on the ability of firms to obtain sustained competitive advantage, including the relative cost position of a firm (Porter, 1980), a firm's ability to differentiate its products (Caves and Williamson, 1985; Porter, 1980), and the ability of firms to cooperate in strategic alliances (Kogut, 1988).

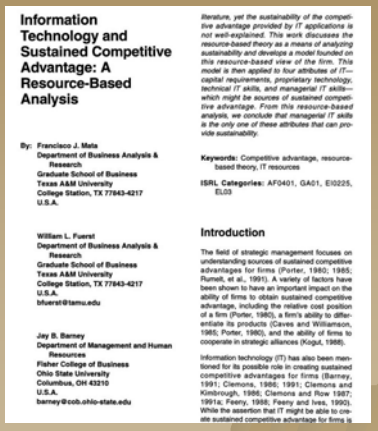
Information technology (IT) has also been mentioned for its possible role in creating sustained competitive advantages for firms (Barney, 1991; Clemons, 1986; 1991; Clemons and Kimbrough, 1986; Clemons and Row 1987; 1991a; Feeny, 1988; Feeny and Ives, 1990). While the assertion that IT might be able to create sustained competitive advantage for firms is

5. Examples

Mata, Fuerst and Barney (1995)

This paper was the 27th most cited paper in the key IS literature from 1990-2006 (Lowry et al. 2006).

WHY?



Information Technology and Sustained Competitive Advantage: A Resource-Based Analysis

literature, yet the sustainability of the competitive advantage provided by IT applications is not well-explained. This work discusses the resource-based theory as a means of analyzing sustainability and develops a model founded on this resource-based view of the firm. This model is then applied to four attributes of IT—capital requirements, proprietary technology, technical IT skills, and managerial IT skills—which might be sources of sustained competitive advantage. From this resource-based analysis, we conclude that managerial IT skills is the only one of these attributes that can provide sustainability.

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5. Examples

Mata, Fuerst and Barney (1995)

1. It tapped into a popular theory base from strategic management.
2. It applied this theory conceptually to IS.
3. It came to unusual and controversial findings, but had a fairly persuasive line of reasoning.
4. It was a blue ocean idea.

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5. Examples

A "research article" in that it is conceptual research expressed at a sufficient length.

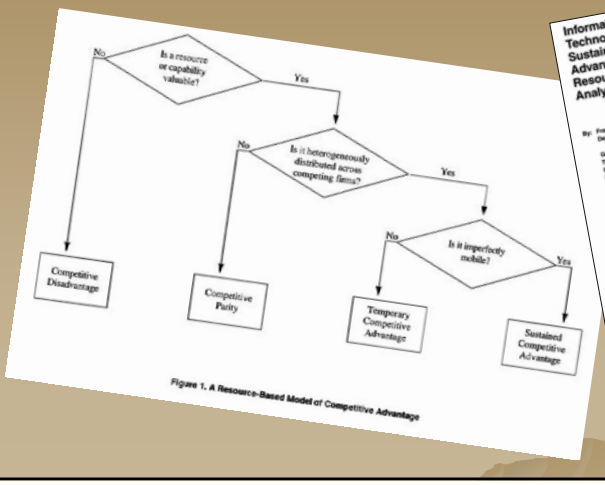
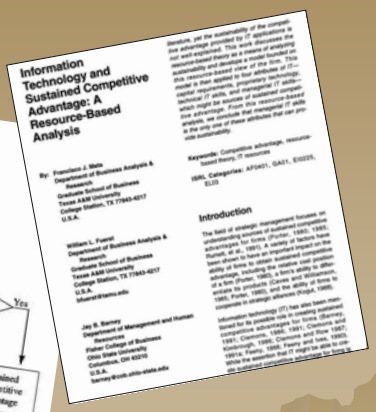


Figure 1. A Resource-Based Model of Competitive Advantage



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5. Examples

Burton-Jones paper on types of methods bias and how to deal with them (2009)

MINIMIZING METHOD BIAS THROUGH PROGRAMMATIC RESEARCH[1]

By: Andrew Burton-Jones
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Abstract

*Researchers have long known that research methods influence construct measurements and that this influence, or **method bias**, can lead to false conclusions. Despite much work in the methodological literature on specific aspects of method bias, such as common method bias and self-report bias, the meaning of method bias remains unclear, and there is no comprehensive approach for dealing with it. This paper offers a clear definition of method bias, proposes a more comprehensive approach for dealing with it, and describes a demonstration exercise applying the approach in an empirical study of how individual system use and task performance*

Introduction

A major problem with research methods is that they influence construct measurements. This problem, known as *method bias*, has attracted significant attention in the methodological literature. Unfortunately, although researchers have found ways to minimize some parts of method bias, such as common method bias and self-report bias, the meaning of method bias as a whole remains unclear and no comprehensive approach exists for dealing with it (Sechrest et al. 2000).

Traditionally, information systems researchers have either not dealt with method bias or dealt with it only partially (King et al. 2007; Woszczynski and Whitman 2004). This is alarming, since method bias can lead researchers (1) to accept poor theories and reject good ones and (2) base seemingly practical suggestions on biased data. Partially addressing method bias can even exacerbate problems while creating a false sense of security in the validity of results. For example, studies relying purely on cross-sectional questionnaire data may run a statistical test for common method bias, and if the test does not indicate bias, the study authors may conclude that their data is free from method bias. In reality, with this

A "research essay" in that its topic is methodological.

5. Examples

The SE was Bernard Tan, who is on the editorial boards of *JAIS* (Senior Editor), *IEEE Transactions on Engineering Management* (Department Editor), *JMIS*, *I&M*, and *Journal of Database Management*. He was previously on the editorial boards of *MIS Quarterly* (Senior Editor), *e-Service Journal* (Senior Editor), *Management Science*, and *Journal of Global Information Management*.

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By: Andrew Burton-Jones
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Abstract

Researchers have long known that research methods influence construct measurements and that this influence, or ***method bias****, can lead to false conclusions. Despite much work in the methodological literature on specific aspects of method bias, such as common method bias and self-report bias, the meaning of method bias remains unclear, and there is no comprehensive approach for dealing with it. This paper offers a clear definition of method bias, proposes a more comprehensive approach for dealing with it, and describes a demonstration exercise applying the approach in an empirical study of how individual system use and task performance*

Introduction

A major problem with research methods is that they influence construct measurements. This problem, known as *method bias*, has attracted significant attention in the methodological literature. Unfortunately, although researchers have found ways to minimize some parts of method bias, such as common method bias and self-report bias, the meaning of method bias as a whole remains unclear and no comprehensive approach exists for dealing with it (Sechrest et al. 2000).

Traditionally, information systems researchers have either not dealt with method bias or dealt with it only partially (King et al. 2007; Wszeczynski and Whitman 2004). This is alarming, since method bias can lead researchers (1) to accept poor theories and reject good ones and (2) to base seemingly practical suggestions on biased data. Partially addressing method bias can even exacerbate problems while creating a false sense of security in the validity of results. For example, studies relying purely on cross-sectional questionnaire data may run a statistical test for common method bias, and if the test does not indicate bias, the study authors may conclude that these data is free from method bias. In reality, with this

5. Examples

What did the SE say?

"By addressing a problem that exists in many pieces of IS research, this paper is a valuable addition to the methodology literature. In the future, I am sure many IS doctoral programs would include this paper as reading materials for students."

MINIMIZING METHOD BIAS THROUGH PROGRAMMATIC RESEARCH[1]

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Introduction

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5. Examples

What did the AE say?

"I…see the real strength of this manuscript as one of synthesizing and clarifying issues surrounding method bias. I particularly like Table 3 – this does a nice job of illustrating best practice. Like reviewer 2, I think the most significant new contribution is in identifying raters."

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Introduction

4. TOP TEN REASONS Why Top Journals Accept Your Paper

My List (an editor's and reviewer's viewpoint)

1. Its basic idea is exciting (Blue Ocean strategy).
2. Its research questions are nontrivial.
3. It hits themes that are popular.
4. It sufficiently uses or develops theory.
5. It effectively uses or applies new methods.
6. It follows a recognizable formula.
7. It has a respectably large, field sample (empirical, positivist work).
8. It does not counter the work of major movers and shakers.
9. It covers the key literature sufficiently.
10. It is clean (grammatically, typographically, appearance).

5. Examples

"Investigating User Resistance to Information Systems Implementation: A Status Quo Bias Perspective"

Kim and Kankanhalli (2009) investigates why the status quo bias keeps users from considering new systems.

5. Examples

"Investigating User Resistance to Information Systems Implementation: A Status Quo Bias Perspective"

Kim and Kankanhalli paper:

<u>Strengths</u>

1. Examines an age-old IS problem, user resistance to new systems
2. Sees the problem through a very new lens, the intractableness of the status quo.

5. Examples

"Investigating User Resistance to Information Systems Implementation: A Status Quo Bias Perspective"

What did the SE say?

"Your paper makes a nice contribution to the user resistance and user acceptance bodies of research and find that the 'status quo' perspective adds new insights to our current level of understanding of the phenomenon."

5. Examples

"Investigating User Resistance to Information Systems Implementation: A Status Quo Bias Perspective"

What did the reviewers say?

"This is a potentially an important contribution. Although there have been numerous articles concerning acceptance, as the authors note, there has been little theory building in the area of user resistance. This is so even though by most accounts, resistance continues to be a significant obstacle to successful system implementation."

5. Examples

"Investigating User Resistance to Information Systems Implementation: A Status Quo Bias Perspective"

What did the reviewers say?

"Although user resistance has been studied quite extensively in the literature, very few of them empirically assessed user resistance. Most of the studies in the MIS literature model usage which is somewhat different from user resistance though both are related. Hence, this is a nice research effort to empirically assess user resistance to IS implementation."

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5. Examples

Cyr, Head, Larios, & Pan paper on increasing the effectiveness of Web sites through social presence (2009)

EXPLORING HUMAN IMAGES IN WEBSITE DESIGN:
A MULTI-METHOD APPROACH[1]

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Abstract

Effective visual design of e-commerce websites enhances website aesthetics and emotional appeal for the user. To gain insight into how Internet users perceive human images as one element of website design, a controlled experiment was conducted using a questionnaire, interviews, and eye-tracking methodology. Three conditions of human images were created including human images with facial features, human images without facial features, and a control condition with no human images. It was expected that human images with facial features would induce a user to perceive the website as more appealing, having warmth or social presence, and as more trustworthy. In turn, higher levels of image appeal and perceived social presence were predicted to result in trust. All expected relationships in the model were supported except no direct relationship was found between the human image conditions and trust. Additional analyses revealed subtle differences in the perception of human images across cultures (Canada, Germany, and Japan). While the general impact of human images seems universal across country groups, based on interview data four concepts emerged—aesthetics, symbolism, affective property, and functional property—with participants from each culture focusing on different concepts as applied to website design. Implications for research and practice are discussed.

Keywords: Human images, image appeal, trust, social presence, website design, culture, multi-methodology, eye tracking

5. Examples

Cyr et al. paper on increasing the effectiveness of Web sites through social presence:

<u>Strengths</u>

1.N=270 (repeated measures design)

2.In this study, three research and analysis methodologies are employed (experiment, qualitative interview analysis, and eye-tracking analysis) to investigate the hypotheses.

3.External validity was strong with sampling across 3 cultures: Japan, Germany, & Canada

MSOffice2 Dianne Cyr and Milena Head
, 2009/4/2

5. Examples

Eye tracking device and software recorded focus of attention, sequences, and time spent at each location.

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Keywords: Human images, image appeal, trust, social presence, website design, culture, multi-methodology, eye tracking

5. Examples

What did the reviewers say?

Reviewer #1: "The research topic is very interesting and …represents a unique and important contribution to IS research."

Reviewer #3: "By using the theory of visual rhetoric, I think that the authors clearly improved the theoretical and conceptual contributions of their paper. The theoretical grounding provides a stronger basis for the research. Moreover this theory seems to fit well the different constructs of the research model."

5. Examples

What did the AE say?

"I liked the multi-method approach which is something that we need to see more often. The cultural aspects too are important in IS research. Today, when online sites facilitate business across continents, how cultural issues interact with IS effectiveness are both relevant and important."

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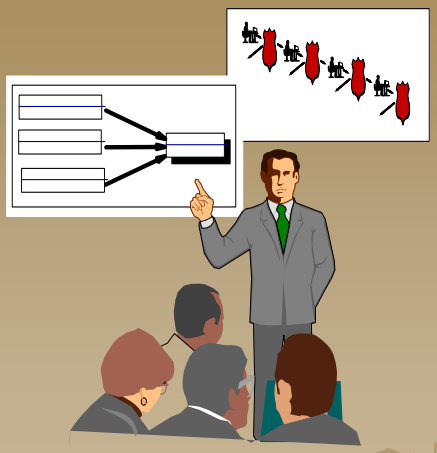
6. Concluding Thoughts

- Try your paper out on colleagues, students, and at conferences.
- Take the feedback seriously.
- Correct what you agree with.
- Consider ways to strengthen your arguments for comments that you disagree with.



Thank you!
Any Questions?