

Introduction



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This year marks a new beginning for the *Irish Journal of Management (IJM)* as the new editorial team of David Collings and James Cunningham have been handling submissions since the beginning of the year. Furthermore, the editorial office has moved to the Centre for Innovation and Structural Change, at the J.E. Cairnes School of Business and Economics at National University of Ireland Galway. As incoming editors we are conscious of the significant scholastic tradition of the *Irish Journal of Management* and the contribution the *Journal* has made to the development of academic theory and practice in Ireland. We recognise this rich and significant history and tradition and are convinced of the valuable space the *IJM* occupies in the broad field of management. Additionally, we recognise the key role played by our predecessors in building the *Irish Journal of Management* and would in particular like to acknowledge Professor Teresa Brannick, the founding editor, and the outgoing editor, Professor Kathy Monks. It is our intention to continue to build on this scholastic tradition and in doing so we outline our vision for the *Journal* for the next four-year period as follows.

Our first aim is to increase the quality and quantity of submissions to the *Irish Journal of Management*. As the academic publishing market becomes more competitive, we will aim to differentiate the *IJM* through a high quality and prompt review system and through increasing the distribution of published papers through whatever means possible. In keeping with the theme of broadening the appeal of the *Journal* and reflecting management practice changes in Ireland both from an author and reader perspective, our intention is to expand the types of submissions to include research and teaching

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issues. For research submissions, we seek to broaden the *Journal's* appeal to include a range of discipline areas within management by publishing quantitative and qualitative research, literature surveys, conceptual pieces and critiques. Teaching submissions will range from case study contributions, book reviews, research and critiques to retrospective contributions on pedagogical issues across discipline areas.

Linked to the preceding point, a second key objective is to reinforce the general nature of the *Journal* and to increase submissions in areas currently under-represented in the *Journal*. Management information systems and operations management are two illustrative examples. In working toward this second goal we are currently in the process of reconstituting the editorial board and involving members of the Irish Academy of Management working in these areas. Linked with broadening the discipline breadth we also propose to make explicit the scope of the journal by presenting the newly constituted board with associate editors under the discreet areas. For example, we would envisage nine disciplinary areas: people management (to include human resource management/industrial relations (HRM/IR) and organisational behaviour (OB)), strategic marketing, marketing, management, operations management, management information systems, international management, entrepreneurship and strategic management. We are currently in the process of establishing this new board and this will be published in the next issue of the *Journal*.

We are delighted to introduce the contents of the present issue, which includes five excellent papers and two book reviews.

Our first paper, 'Unpacking Information Contractual Relationships: Psychological Contracts Established by Australian Business Academics' by Grant O'Neill, Branka Krivokapic-Skoko and David Dowell, focuses on the content of psychological contracts by using multi-method design within an Australian university. The study findings highlight the importance of ensuring appropriate management approaches with academic employees in ensuring the universities meet their stated objectives.

The second paper, 'A Reputational-Performance Framework in an SME Context: Some Empirical Evidence from Spain' by Vicente López and Susana Iglesias, analyses the role played by reputation as

an intangible resource in small and medium-sized enterprises and its reciprocal relationships with organisational performance in the Spanish context. Drawing on the resource-based view of the firm, it highlights the potential of intangible assets like reputation to explain returns above the average of rival firms.

Our third paper, 'Deprivation, Delivery and Union Mobilisation: The Case of the Congress of South African Trade Unions' by Geoffrey Wood and Pauline Dibben from the University of Sheffield, focuses on union effectiveness in an emerging market context. Using a survey of membership perceptions the authors argue that unions are at the forefront of new challenges to the status quo.

The fourth paper, 'International Small Business Growth: A Process Perspective' by Briga Hynes, University of Limerick, examines the process of internationalisation through a sample of 80 Irish SMEs. The paper highlights the motivations of Irish SMEs to internationalise as well as the challenges that they experience. Moving beyond presenting the research findings the paper concludes with some policy recommendations as well as making some suggestions with respect to future research in the arena.

Our final paper, on 'Spreading Leader Knowledge' by Felicity Kelliher, Denis Harrington and Robert Galavan, addresses optimum dissemination of leader knowledge to undergraduate management students. Based on a literature review the authors propose a participatory leader-knowledge dissemination model, where business leaders can stimulate the academic environment, and leadership skill development can be promoted through practitioners' active involvement in the education process.

The issue concludes with two book reviews. In the first of these, David Coghlan from Trinity College Dublin reviews Kenneth Melchin and Cheryl Picard's *Transforming Conflict through Insight*, while in the second, Will Geoghegan from the National University of Ireland Galway reviews *The Ten Faces of Innovation* by Tom Kelley (with Jonathon Littman).

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