

Making the best of your Ph.D. and early-stage career

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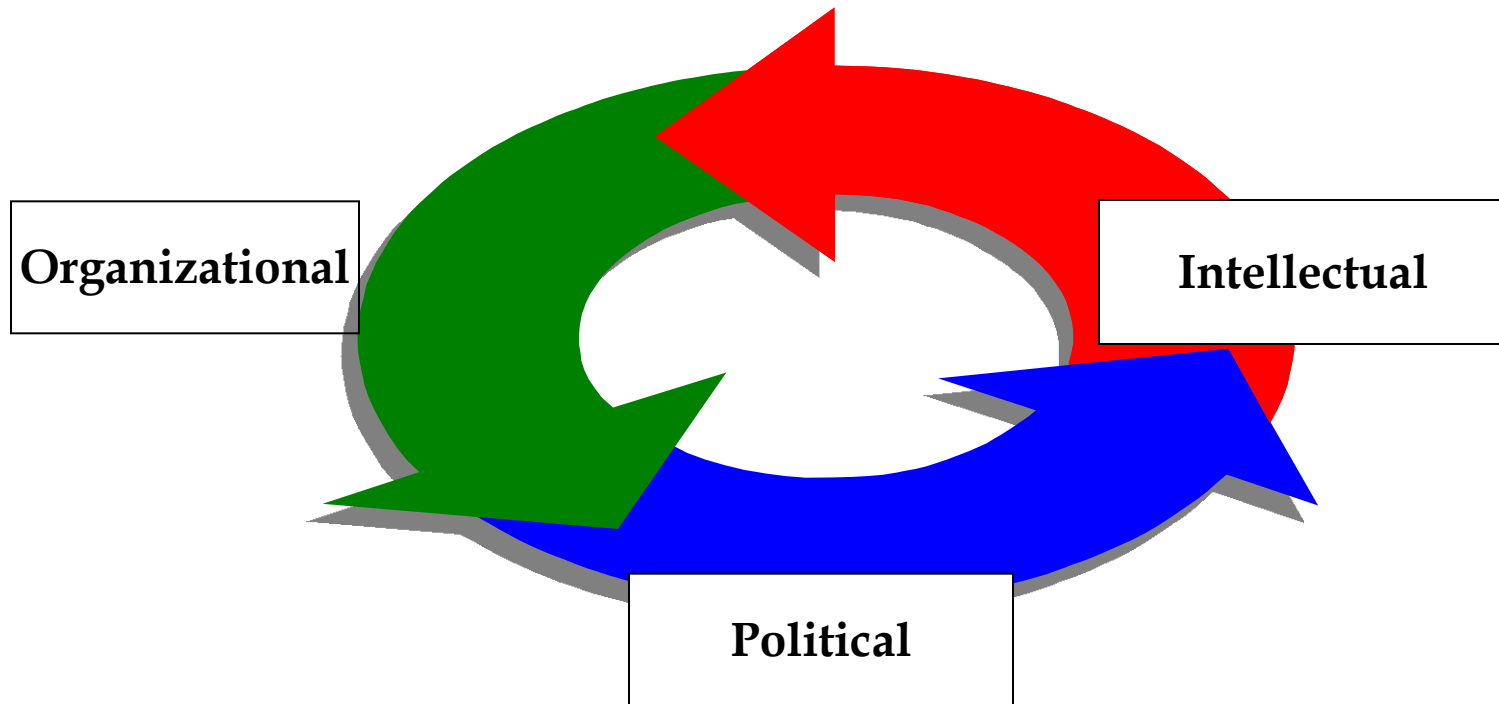
Agenda

- **How to choose (find) a research question?**
- **How to make your papers interesting?**
- **How to choose a journal for submission?**
- **Things to do before submitting papers for review?**
- **What after a reject?**
- **Research collaboration. How to network with top scholars in the field. How to propose joint research projects?**

Agenda

- **International research visits. Do you pick a school or people? How to make the most of your visit.**
- **How to develop a research stream and manage multiple papers/projects?**
- **What after the PhD? How to make you "fit" for the academic job market (European vs. US)**

Dimensions of a Successful Research Agenda



Intellectual Component

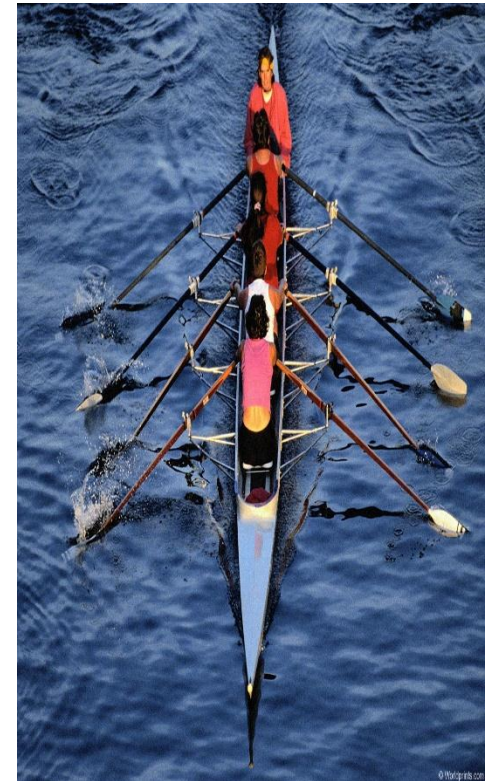
- **What type of a research stream do you want to have?**
 - **Focus: Research Issues**
 - **Theoretical Grounding and Framing**
 - **Method**
 - **Method, RQ and Theory**
 - **The Setting and theorizing**
 - **Cumulative Impact**

Intellectual Component

- **How to position this stream for:**
 - **Internal Impact?**
 - **External Impact?**
- **How ill you communicate your ideas: think of ways to make your research visible**

Some Fundamentals about Research

- Research is:
 - A *performing art*:
 - You learn by practice
 - A *contact sport*:
 - You learn by work with others.
 - A *team sport*:
 - You do better by work in as a member of a research team



Successful Research Stream is ...

- **Integrated**
- **Cumulative:**
 - **Makes progress in addressing fundamental issues in your area of choice!**
 - **Shows maturity & progress over time.**
- **Impactful:**
 - **Defines relevant research issues.**
 - **Frames debates in the field.**
 - **Says something of value.**

Importance of Having a Clear Theme

- **Focus of:**
 - Energy
 - Resources.
- **Name recognition for expertise:**
 - Influence on the field.
 - Promotion/Career.... (she is a leading expert in ... [fill in your blank])
 - Fund raising.

**A successful Research Stream starts
with an interesting research question!**

- Think of a paper/ an article that you read in your Ph.D. Program and said to yourself: *“This is interesting”*
- Now, please write down what you thought was interesting about that paper

Interesting Papers Come in a Variety of Shapes

- **Challenge what we assume**
- **Challenge what we know**
- **Transform what we know into something different**
- **New, fresh insights into an old debate**
- **New, profound (unexpected) results combined with an interesting, compelling explanation.**
- **New data**
- **New technique**
- **New theory**
- **A new application of a theory**
- **Synthesis**

Interesting RQs have a Life Cycle of *Their Own*

- **Fads come and go!**
- **Look for something with an enduring quality:**
 - **A fundamental paradox!**
 - **A highly fragmented literature in search of a unifying theory/framework!**

The “Wow” Effect

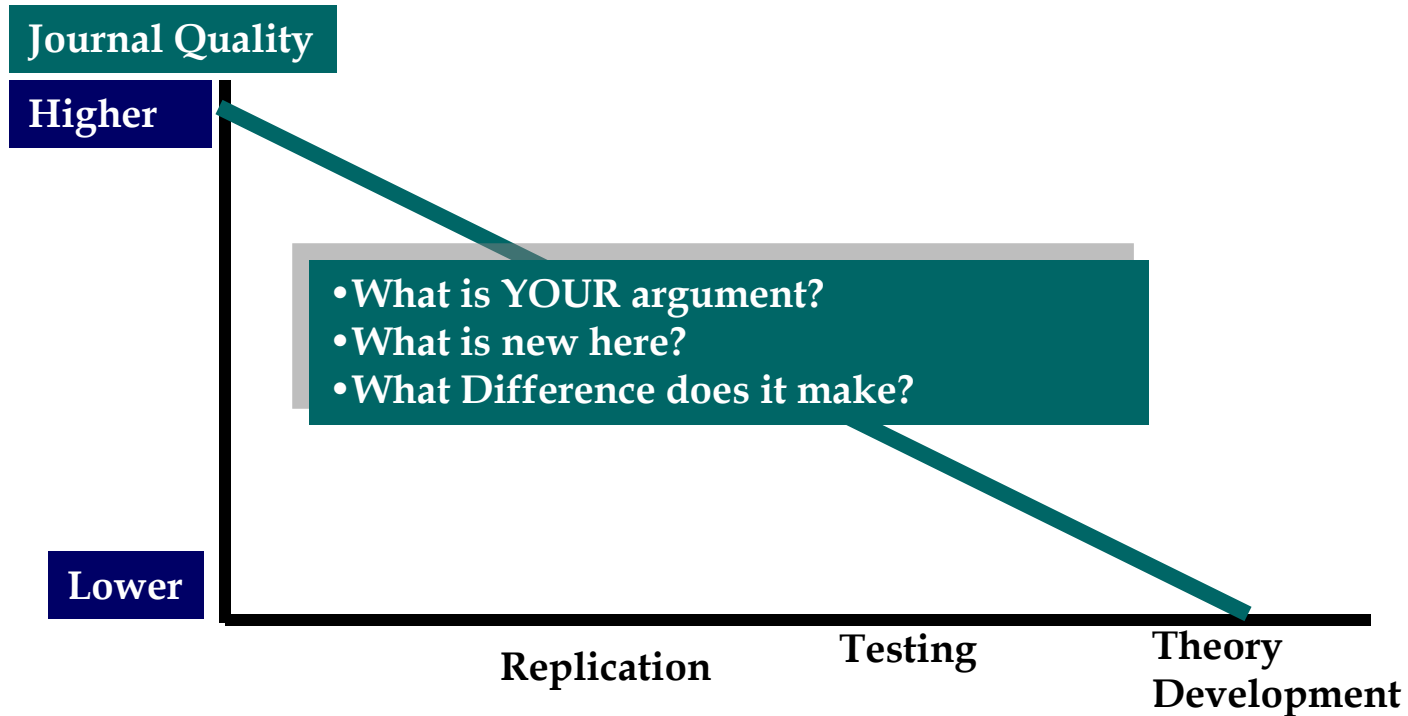
- **A new research question.**
- **RQ is counter-intuitive: challenge taken-for-granted views.**
- **Explanation: counter to received wisdom.**
- **New connection: integration, conversion, intersection, etc.**

**The “Wow” effect is not always evident beforehand...
you have to work hard to make it visible!**

Another Important Decision to Make:

Where do *you* want to play?

Where Do You Want to Play?



Theory...

- **Scholarly progress = f(theory).**
- **Theory is not merely citing previous works!**
- **Most papers (including empirically competent ones) are rejected by page 12!**
 - *Primary reason: Lack of good theory...*

How to Learn Theory

- Read the **original works**.
- See how others have **applied theories**.
- Learn by **doing**.
- Ask yourself:
 - What is **new** here?
 - How will this inform what we know?
 - Whose mind(s) will I change?
 - Will this make any difference?

Use Theory Wisely

- **You cannot explain everything using a single theory!**
- **You do not use a zillion theories to explain a few relationships.**
- **Use of popular theories has a “faddish” element: therefore, beware.**
- **Connect your choice of theory to:**
 - **Your argument and RQ.**
 - **The setting in which you are doing research.**
 - **Interpretation.**

Managing your Projects

- **Be focused on producing a number of related papers**
- **Manage your co-authors: key to progress**
 - **Ideally you complement each other**
- **Sequential attention: finish top papers first, and move downwards**
- **Revisions are time-constrained: give them your attention**

How to Choose Journals

Scope	TYPE		
	Theory	Empirical	Both
General	AMR	AMJ	JMS, JOM
Field	Journal of Marketing	Strategy Science	SMJ, JIBS, JBV

How to Choose Journals

- **Look for**
 - **Focus and compatibility with your research**
 - **Requirements**
 - **Acceptance rates**
 - **Review time**
 - **Impact**

How to Choose Journals

- **Before you submit**
 - Carefully review and edit your paper
 - Get collegial feedback
 - Friendly reviews
 - Perfect; don't submit until you the paper is ready
 - Check paper against Requirements
 - Make sure to build on papers published in your chosen journal
 - Review editorial board and see who has similar interests

How to Choose Journals

- **When you submit:**
 - **Write a letter summarizing the paper.**
 - **Indicate name of people who reviewed the paper.**
 - **Indicate sources of funding.**
 - **Acknowledge any prior presentations of the paper**
 - **Acknowledge any use of database from which you publishing**
 - **Make sure you revise the paper for the target journal, if it were rejected elsewhere**

Building on Your Thesis

- **Test in a different context.**
- **Test with a different theory.**
- **Review the “limitations” section for ideas.**
- **Write a paper that integrates your findings.**
- **Involve new co-authors.**

Identifying Opportunities in Your Chosen Area

- **Analyze reviewers' comments for suggestions.**
- **Review the literature. Pay attention to:**
 - **Debates**
 - **Talk to practitioners, visit companies, read trade publications**
 - **Contradictory findings**
 - **Limitations section**
 - **Ideas for future research.**
- **Read/apply new theories from outside your area.**
- **Review research techniques used outside your area.**

Venturing Into a New Area...

- Is this an interesting question or area?
- What difference will my work make?
- Do [or will] I have the skills to study it?
- What resources are needed?
- What is the time frame for the payoff?
- Will I enjoy doing this?



Managing Early Disappointments



- **Search for common themes in the reviews you receive.**
- **Solicit independent & honest feedback.**
- **Invest in developing your skill base!**

You Need 3 Major Skills to Publish Well

- **Good theory**
- **Good methodological skills**
- **Good writing**

» **Richard Daft**


Very few have these 3 skills to sustain a high rate of publications over time

Research collaboration becomes a must

Successful Collaborations Require

- **Clear role definition**
- **Well established deadlines**
- **Complementarity**
- **Compatibility: intellectual, interpersonal & behavioral**
- **Enhances your learning**
 - **Reduces your dependence!**

A few Things to Remember

- **Fewer is better** 
- **Look for strength, not total comfort.**
 - Someone who will push you to do better things.
- **What will you learn from this?**

Connecting with top Scholars

- **Mutual research interest?**
- **Are you going to learn from the relationship? If so, what?**
 - Ask around... make sure there is history of successful collaborations
- **Try to introduce yourself in conferences and even have a meeting**
- **It is ok to approach scholars you do not know**
 - Introduce yourself
 - Explain what you have in mind and why the person is good fit
 - Introduce the project
 - Explain expectations

Connecting with top Scholars

- Because productive scholars are busy and well connected, you:
 - Should be ready to receive no, or may be
 - If it is let us talk more, you need to clarify
 - Expectations
 - Time tables
 - Deadlines
 - Should not expect (or accept the suggestion) that a name will get a bad paper accepted.
 - Manage the relationship

How to Learning from Rejection

- **Analyze feedback across papers for trends (reasons for rejection).**
- **Work on improving your skills:**
 - **Read**
 - **Ask others for help (strangers are more than willing to help)**
 - **Go back to seminars**
 - **Work with People who know it**

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International Visits

- **Name of the school (=quality of the program)?**
- **Location matters, to some.**
- **Who is there?**
- **Do you know the faculty member you want to work with? How?**
- **Will your host be an active mentor?**
- **Other expectations/ needs with which you need support?**
- **School Expectations from you**
 - **Some schools require money**
 - **Some hosts require joint authorship**

Making the Best of International Visits

- **Establish meeting time with your mentor.**
- **Get to know other faculty and students in the program**
- **Ask for help**
- **Informal communications and relationships matter**
- **Keep in touch with your mentor and others, after your visit is over**

How to Prepare for the job Market

- **There is hierarchy in job markets (in the US and Europe)**
- **Hierarchy implies different expectations especially regarding research**
- **In US, coming out of a strong program + a (as in 1) top publication is expected in most top programs**
- **In Europe, more diversity...**
- **Moving from a Euro school happens more than before: key is publications**