



Brazilian Academy of Management

QUARTERLY NEWSLETTER

January-March 2021

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Message from the President of ANPAD: The 2021-2023 Term



Alketa Peci

Dear readers,

This is the first ANPAD newsletter, a new communication channel linking the Association and the academic community. This is a space aimed to ensure transparency in the actions of the new Board of Directors over the 2021-2023 term.

A key tenet of our work is to turn ANPAD a permanent, dynamic space for collaboration and integration in the academic community. Such collaboration should not revolve around the main events in the field, especially now that we are using an increasing number of connectivity resources because of this arduous pandemic.

In our first weeks in the Board of Directors, we needed to become familiar with the management procedures and routines of an Association with decades of existence. We have participated in long meetings and conversations with members of our community and potential national and international partners. Also, we have engaged in debates to define the priority projects of our management and the most appropriate ways to implement them. Some important actions have stood out in these first management weeks, as we describe below.

Aiming to provide greater predictability to our associated programs, we have already released this year's schedule for the ANPAD Test. Anticipating the Test schedule allows the associated programs to plan their respective admission processes. It also allows test takers to access the Test in the various regions of Brazil at a lower cost and to plan their applications to their programs of interest. Considering all digital transformations and the impact of using online platforms, we have converted the ONLINE ANPAD TEST into our main Test modality. The gains in scale, inclusion and processing speed are promising.

At the same time, we have already released the schedule and modality of the Association's main events in 2021. As in several international contexts, we have anticipated online events to circumvent the conditions imposed by the pandemic. After all, ANPAD holds civil responsibilities in any of its events. To ensure quality, we have already started planning the 45th ANPAD Meeting as an online event. The same will apply for the divisional events: the XXXI Symposium of Technological Innovation Management, the VII Meeting - Teaching and Research in Administration and Accounting/EnEPQ, and the IX Meeting - Marketing/EMA.

Our participation in several events organized by the IFSAM (International Federation of Scholarly Associations of Management) served as an important space for benchmarking and exchange of experiences with

associations that hold events of similar size to EnANPAD, such as the US-based Academy of Management and the European Academy of Management. We have discussed the benefits and challenges of online events and distance education, as well as learning points and strategies for future improvement. Future topics for discussion involve the post-pandemic impact on the graduate programs. The partnership we resumed with the IFSAM can insert ANPAD in an international space for collaboration.

In collaboration with partners such as ANGRAD (National Association of Business Administration Undergraduate Courses), we have designed initiatives to help undergraduate trainers have access to the rich collection of case studies produced at the ANPAD events. We are also exploring potential internationalization-oriented partnerships, seeking to provide the ANPAD associates with services that facilitate their participation in foreign doctoral and postdoctoral programs.

In our first weeks in the Board of Directors, we also prioritized the development of some communication initiatives to give visibility to our actions and adapt the use of some social media. For instance, we have agreed with the divisional coordinators upon the use of the ANPAD's [YouTube](#) channel to disseminate the events that each area promotes. Besides, as reported in a story in this newsletter, our Scientific Periodicals Electronic Library (SPELL) has great potential for adding value; therefore, we have renewed the contract of the provider in charge of logging and generating the periodical citation index. We know there is a lot to advance in this matter, but what we have seen is quite promising.

ANPAD is in continuous organizational improvement. One of the challenges we foresee is improving governance, which includes, among other aspects, transparency and the ability to keep up with digital transformation. We will return to this in future editions.

Finally, we are developing a major project for racial inclusion via training for the ANPAD Test and other products. The idea is to foster partnerships with institutions devoted to this topic and apply resources available in our academic community. ANPAD intends to become a catalyst for diversity and inclusion strategies, supporting associated programs in expanding related strategies and seeking to induce a qualitative change in the diversity indicators in our field.

These have been the first actions in the initial months of our management. We intend to use this channel to keep the entire community posted and engaged.

Take note of the 2021 Divisional Events

In May this year, ANPAD will promote three divisional events alongside the Academic Division in charge of each event area, namely:

XXXI Symposium of Technological Innovation Management (May 17-18, 2021);

VII Meeting - Teaching and Research in Administration and Accounting – EnEPQ (May 20-21, 2021);

IX Meeting - Marketing – EMA (May 25-26, 2021).

The events, which will be held online, are meant to be a space for discussing scientific topics within each Division. Call for Papers have been published for each event, with the target audience being researchers, lecturers and professors from any institutions in Brazil and abroad. The purpose of the events is to encourage the development of the areas of study in Innovation, Technology, and Entrepreneurship (ITE), Teaching and Research in Administration and Accounting (EPQ), and Marketing (MKT). Each event will accept theoretical-empirical articles, theoretical essays, and technological articles considering the different subsystems/dimensions of analysis and observing, preferably, the Themes of Interest. Particularly EnEPQ will also accept teaching cases.

Please refer to the page of each event on the ANPAD website, which contains the Call for Papers and all important dates:

Mar/08/2021 – Deadline for paper submission, 5 pm (Brasilia standard time);

Apr/22/2021 – Deadline for registration of selected papers.

These dates are subject to change. Please follow each event's page.

XXXI SYMPOSIUM OF TECHNOLOGICAL INNOVATION MANAGEMENT

Committee of the Academic Division: **ITE – Innovation, Technology, and Entrepreneurship.**

Coordinator: Kadúgia Faccin (Universidade do Vale do Rio dos Sinos, Graduate Program in Administration, School of Management and Business).

Scientific Committee Members:

Daiane Mulling Neutzling (Universidade de Fortaleza, Graduate Program in Business Administration),

Marcelo Amaral (Universidade Federal Fluminense, Graduate Program in Administration, Professional Master's Program in Administration);

Vânia Maria Jorge Nassif (Universidade Nove de Julho, Graduate Program in Administration, Academic Master's and Doctorate).

VII MEETING - TEACHING AND RESEARCH IN ADMINISTRATION AND ACCOUNTING/EnEPQ

Committee of the Academic Division: **EPQ – Teaching and Research in Administration and Accounting.**

Coordinator: Henrique Cesar Muzzio de Paiva Barroso (Universidade Federal de Pernambuco, Center for Applied Social Sciences, Department of Administrative Sciences, Graduate Program in Administration).

Scientific Committee Members:

Beatriz Quiroz Villardi (Universidade Federal Rural do Rio de Janeiro, Institute of Applied Social Sciences, Professional Master's Program in Management and Strategy);

Diógenes de Souza Bido (Universidade Presbiteriana Mackenzie, Graduate Program in Business Administration);

Eduardo Paes Barreto Davel (Universidade Federal da Bahia, Center for Graduate Studies in Administration).

IX MEETING - MARKETING/EMA

Committee of the Academic Division: **MKT – Marketing.**

Coordinator: Emílio José Montero Arruda Filho (Universidade da Amazônia, Graduate Program in Administration).

Scientific Committee Members:

Delane Botelho (Fundação Getulio Vargas, Sao Paulo School of Business Administration);

Maribel Carvalho Suarez (Universidade Federal do Rio de Janeiro, COPPEAD Institute of Administration);

Valter Afonso Vieira (Universidade Estadual de Maringá, Graduate Program in Administration).

Calls for *RAC* and *BAR* Editors-in-Chief

ANPAD is responsible for two prestigious scientific journals in the domain: the ***Revista de Administração Contemporânea – RAC*** [Journal of Contemporary Administration] (created in 1997) and the ***Brazilian Administration Review – BAR*** (created in 2004). As provided in the ANPAD Bylaws, our editorial team shall renew every three years. To democratize the process of choosing the new editor-in-chief, the Association's Director of Communication and Publications have issued calls for **application to the new editor-in-chief** of each journal.

Both journals are highly ranked as top-quality publications by the Coordination for the Improvement of Higher Education Personnel (CAPES) and integrate the Committee on Publication Ethics (COPE) and renowned international indexing agencies and repositories. Following a rigorous blind peer-review process, both journals are committed to developing scientific research in Administration and open to various methodological and conceptual approaches.



ABOUT RAC

RAC publishes theoretical and theoretical-empirical articles in the domains of Administration and Accounting. It is aligned with Open Science practices, including data, materials and open codes, in addition to further information related to the editorial process. In recent years, *RAC* has implemented editorial policies that favor Open Science, including: dissemination of **data and materials** related to published research; **open peer review** (with reviewers allowing their identification in the final version of all published articles submitted to double-blind review), and sharing of reviews (**Open Reports**), with all reviewers allowing the publication of their reviews along with the respective articles.

RAC is the leading academic journal in its field in Brazil, containing high-quality peer-reviewed contributions. We pay special attention to the role of *RAC* as a reliable source of data, information, and knowledge. Our editorial scope prioritizes manuscripts that explore topics relevant to society and relies on the topics defined in the UN Sustainable Development Goals (SDGs). In fact, the journal takes a pluralistic and heterodox approach to business management research, and it is particularly concerned with the links between strategy and competitive management. It also provides research results on systems and standards, corporate management tools, organizations and management, specific sectors of the industry, as well as answers to contemporary issues such as development, community resilience, inequality, consumerism, technology, and climate change.



ABOUT BAR

Available in the major indexers, including Scopus, *BAR* is a scientific journal that targets business and public administration. Its mission is to advance academic knowledge in management, administration and organizational theories. It seeks to convey theoretical and empirical studies with a view to supporting companies and governments worldwide. Theoretical and methodological perspectives are welcome, as long as they are also practice-oriented. Manuscripts submitted to *BAR* should not focus on a particular country/region and are expected to push theoretical, methodological and applied advances to the frontiers of academic knowledge on a global scale. *BAR*'s editorial scope does not include teaching cases or purely applied material. The journal's target audience is the global academic community in all fields of business and public administration.

In cooperation with the Open Science, *BAR* has disclosed the **reviewers' identities** in the published articles, with their prior authorization. It has recently published its first article in its new section "**Thinking Outside the Box**" (TOB). This is a highly selective section, where renowned scholars discuss emerging ideas, controversies in the field, statistical data from the industry, and practical experiences with theories and organizational models in unique situations.

LEARN MORE AND APPLY

We look forward to having the academic community's engaging in the selection process for new editor-in-chief of *RAC* or *BAR* for the term running from May 3rd, 2021 through May 2nd, 2024. For those interested, the calls for application contain all requirements and further details. Click on the title of each journal to **access the calls for [RAC](#) and [BAR](#)**.

Adding Value to SPELL



Our association is proud of its database and indexer SPELL (Scientific Periodicals Electronic Library). Some may not know, but we have made efforts and engaged resources since 2011 to build what has become a reference for readers, editors of national journals, and authors who seek access to the Brazilian journals in the field. Over ten years of development and maintenance, more than BRL 3 million has been invested in technology development and service provision, but the benefits have been great and rewarding.

In a nutshell, SPELL brings together the collections of over 132 out of the best Management, Accounting and Tourism journals in Brazil. Some journal collections date back to 1961, and the database contains more than 55,020 different articles.

As one of the requirements for a journal to be listed on the database is to allow open access (i.e., reading it online free of charge), it represents a wide source of consultation for undergraduate and graduate students in both Brazil and Portuguese-speaking countries. Still, the added value for the development of research in the field remains to be fully explored.

SPELL has also been known for the annual disclosure of its journals' Impact Factor, which measures how much the articles in a journal on the database are cited by articles in other journals on the very database. Despite all the criticisms that impact factors have been receiving, especially for its indiscriminate use in teacher evaluation, it is an important tool for the editorial evaluation of journals. Combined with other indexes, the Impact Factor is a source of information for the planning of both editors and editorial boards.

But SPELL can go further. The current Board of Directors is continuing prior improvements and will soon invite members to talk about new uses of the database. To begin the database expansion, ANPAD carried out a survey over the last few months to learn about the most frequent uses of SPELL and the users' perception thereof. The survey was divided into two stages. The first stage was exploratory and provided for the development of a questionnaire in the second, quantitative stage. The questionnaire contained thirty-two 11-point Likert questions and covered topics such as the user's familiarity with the database, perceived benefits, author's use of the journals' impact factor, database expansion, and possible criticisms of the database and its use continued.

We are thankful to the members of the academic community who participated in the content validation and helped us build and improve the data collection instrument. The questionnaire link was sent by email to more than 2,900 Individual Members and remained open for response from December 7th through 31st, 2020.

We received 231 complete responses (6.1% margin of error, 95.0% confidence interval). In tables 1 to 6, we show the main results, with the items grouped according to an exploratory factor analysis. Table 1 shows the **user's familiarity with SPELL**. Bearing in mind the scale (0 to 10), it points to the need for greater publicization of the benefits and uses of the database.

Table 1. User familiarity with the SPELL database.

Familiaridade do usuário com a base SPELL			
	Factor loading	Arithmetic mean	Standard deviation
KMO = 70.5; $p \leq 0.01$			
Cronbach's Alpha = 0.820			
It is very easy to learn how to use SPELL.	0.75	7.92	2.28
I know all the services and features of SPELL.	0.84	6.90	2.39
SPELL has been sufficiently publicized to ANPAD members.	0.81	5.64	2.55

Note. The items were listed from the highest to the lowest mean. The table provides means, standard deviations and factor loadings of the exploratory factor analysis. Varimax orthogonal rotation was used to maximize the factors with the greatest potential for interpretability. Source: research data.

The **major perceived benefits of SPELL** (Table 2) is the fact that the service is provided free of charge. Also, the users appreciate the database for consultation purposes, but it still has much room for expansion. The authors have a medium perception that the database provides greater visibility their publications. The same holds true when it comes to the author's teaching activity, which entails an opportunity for ANPAD to dialogue with trainers and indicate how to use the material listed on the database. One of the possible solutions would be to create thematic lists or reading lists with fundamental articles for inclusion in undergraduate or graduate programs.

Table 2. Perceived benefits of SPELL.

Perceived benefits of SPELL			
	Factor loading	Arithmetic mean	Standard deviation
KMO = 94.8; $p \leq 0.01$			
Cronbach's alpha = 0.952			
Free access to SPELL services is very relevant to my academic performance.	0.81	9.01	2.04
I feel confident in using SPELL to carry out my research.	0.74	8.36	2.39
SPELL is important because it allows unrestricted access to academic papers available on its digital database.	0.52	8.03	2.50
SPELL services are important for my professional performance.	0.77	7.73	2.78
I use SPELL mainly for bibliographic surveys.	0.82	7.63	2.99
I think that SPELL is very useful to carry out my academic activities.	0.83	7.58	2.74
I think that SPELL allows me to do my bibliographic research with more quality.	0.84	7.47	2.83
Using SPELL makes me improve the way I do my academic research activities.	0.85	7.36	2.71
I have more visibility as a professional when my work is available on SPELL.	0.75	7.52	2.57
SPELL allows me to do my academic activities more quickly.	0.79	7.23	2.74
SPELL is useful in my teaching activities.	0.72	7.07	2.98
The SPELL electronic system needs improvement and new investments.	0.40	6.89	2.42
I use SPELL mainly to check article, journal and author citations on the database.	0.61	6.57	3.03

Note. The items were listed from the highest to the lowest mean. The table provides means, standard deviations and factor loadings of the exploratory factor analysis. Varimax orthogonal rotation was used to maximize the factors with the greatest potential for interpretability. Source: research data.

The **authors' use of the journals' impact factor** (Table 3) does not seem to be the main concern of the respondents. In part, the result is explained by the responses of graduate and undergraduate students (37.2% of the sample), whose current careers are not driven by the journals' impact factor. However, the use tends to be higher amongst researchers, lecturers and professors as well as members of editorial teams (62.8% of the sample), which is indicative that this audience closely follows the journals' performance. One of our priorities is both to provide greater transparency to the current SPELL metrics and to propose new metrics.

Table 3. Author's use of the impact factor of journals on SPELL.

Author's use of the impact factor of journals on SPELL			
	Factor loading	Arithmetic mean	Standard deviation
KMO = 64.5; $p \leq 0.01$			
Cronbach's Alpha = 0.826			
I check SPELL to find the impact of the journals on the database.	0.77	6.18	3.22
I check SPELL to find the impact of authors who have published works in journals available on the database.	0.82	5.67	3.27
I find works on SPELL that I would not find in other libraries or on other databases.	0.54	5.45	3.09

Note. The items were listed from the highest to the lowest mean. The table provides means, standard deviations and factor loadings of the exploratory factor analysis. Varimax orthogonal rotation was used to maximize the factors with the greatest potential for interpretability. Source: research data.

And what do users think of **expanding SPELL**? There is some expectation that the database could grow with further journals, including other areas of knowledge (Table 4). Something that we appreciate every time we have contact with the database is that its focus on the Brazilian audience is its greatest virtue and vocation, as it contains collections that are essentially in Portuguese and follow editorial policies aimed at Brazilians. This, however, does not make it any less important; on the contrary: SPELL occupies a space that other databases, such as Scopus and the Web of Science, do not reach and will not ever be able to reach. It generates an impact index of Brazilian journals and articles that would otherwise be concealed of the national reader. SPELL is a necessary window to the collection of Brazilian publications in the area. It disseminates knowledge with scientific rigor nationally, and perhaps this is its greatest mission and virtue. However, the internationalization of the Brazilian production is a discussion in which we would like to engage with our associates.

Table 4. Expanding the SPELL database.

Expanding the SPELL database			
	Factor loading	Arithmetic mean	Standard deviation
KMO = 66.4; $p \leq 0.01$			
Cronbach's alpha = 0.742			
I think that scientific journals from other Portuguese or Spanish speaking countries would be interested in joining SPELL.	0.69	7.83	2.36
In addition to Public and Business Administration, Accounting, and Tourism, I think that other fields would be interested in integrating SPELL.	0.68	7.43	2.53
SPELL contributes to the internationalization of academic works on the database.	0.68	5.83	2.80
The search for publications available on SPELL involves other fields in addition to Public and Business Administration, Accounting, and Tourism.	0.77	5.74	3.14

Note. The items were listed from the highest to the lowest mean. The table provides means, standard deviations and factor loadings of the exploratory factor analysis. Varimax orthogonal rotation was used to maximize the factors with the greatest potential for interpretability. Source: research data.

What are the main **points of criticism of SPELL**? The good news is that the criticism is somewhat mild. However, the following perceptions are curious: "I run the risk of not accessing all the information I need to carry out my academic activities" and "It does not provide all the information I need to carry out my academic activities." This reinforces one of the most frequent queries made by users via email: "How do I publish [my article] on SPELL?" These are issues that can be addressed through better communication.

Table 5. Criticism of SPELL.

Criticism of SPELL			
	Factor loading	Arithmetic mean	Standard deviation
KMO = 79.2; $p \leq 0.01$			
Cronbach's Alpha = 0.866			
When I use SPELL, I run the risk of not being able to access all the information I need to carry out my academic activities.	0.64	4.81	3.00
SPELL does not provide all the information I need to carry out my academic activities.	0.76	4.06	2.96
SPELL does not meet my academic and scientific information needs.	0.76	3.60	2.93
When I am using SPELL, it is highly likely that it will not work well.	0.76	2.74	2.63
My network of relationships in academia disapproves of using SPELL.	0.76	1.87	2.74
I think that using SPELL compromises the image that academia has about me.	0.79	1.66	2.54

Note. The items were listed from the highest to the lowest mean. The table provides means, standard deviations and factor loadings of the exploratory factor analysis. Varimax orthogonal rotation was used to maximize the factors with the greatest potential for interpretability. Source: research data.

Finally, in order to add value and increase the **continued use of SPELL** (Table 6), we consider that we have to explore new opportunities. The database itself and the metrics devoted to national journals (which, otherwise, would not have a chance of having their impact measured) are a great contribution to the field. However, we should add value to different types of users. Readers, authors, trainers and editors, to name but a few, have different needs. It can have some sort of classification by theme for trainers to indicate its journals in their undergraduate and graduate courses. It can point authors to communities working on the same topic, which will allow them to build network, identify potential members of examining committees and request feedback from other authors working in the same subdomain. It can also provide editors with a lot of information that can be used strategically for editorial management. The uses are varied, and ANPAD can extract more value from this great initiative.

Table 6. Continued use of SPELL.

Continued use of SPELL			
	Factor loading	Arithmetic mean	Standard deviation
KMO = 75.9; $p \leq 0.01$			
Cronbach's Alpha = 0.976			
I plan to continue using SPELL.	0.95	8.27	2.56
I would recommend SPELL to other scholars.	0.93	8.44	2.52
I plan to continue using SPELL frequently.	0.93	8.14	2.68

Note. Source: research data. The items were listed from the highest to the lowest mean. The table provides means, standard deviations and factor loadings of the exploratory factor analysis. Varimax orthogonal rotation was used to maximize the factors with the greatest potential for interpretability.

Important Dates: ANPAD Test, EnANPAD, General Meeting, and Sessions

ANPAD TEST: UPCOMING EDITIONS

In 2021, the ANPAD Test (both Academic and Professional Versions) will have four editions.

Due to the new coronavirus pandemic, the last two editions of 2020 were held online. However, the ANPAD Test should always be accessed for further information on the test modality and the important dates of each edition.

The dates of the ANPAD Test editions are as follows this year:

February Edition: February 28th, 2021,

June Edition: June 27th, 2021,

September Edition: September 26th, 2021,

November Edition: November 28th, 2021.

Note: Subject to change. Please follow the [ANPAD Test](#) website.

THE XLV ANPAD MEETING (EnANPAD 2021)

The 45th ANPAD Meeting and its workshops will be held **online**. This year, the event will bring **novel** presentation formats to adapt to this form of interaction, according to the best practices experienced internationally in events of similar size.

In addition to the traditional program, EnANPAD 2021 will be preceded by Professional Development Workshops. The Workshops will involve a series of events, such as the doctoral consortium, the Paper Development Workshop (PDW), placements, specific courses and techniques.

September 29-30th, 2021 – Professional Development Workshops,

October 4–8th, 2021 – EnANPAD 2021.

GENERAL MEETINGS AND COORDINATION MEETINGS

Upcoming dates for integration between members and representatives:

April/08/2021 – Meeting with Effective Members

June/22/2021– The 114th Ordinary General Meeting

Monthly – The meetings between the Board and the Divisional Coordinators are held monthly, on the first Thursday of each month. They are restricted to selected participants.

Please notice that the schedule is subject to change; therefore, be advised to check the website and responsible personnel.

RELEASE

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Executive Board of Directors – 2021-2023 Term

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