

A R T I C L E S

Scholarly Impact Revisited

by Herman Aguinis, Isabel Suárez-González, Gustavo Lannelongue, and Harry Joo

Executive Overview

Scholarly impact is one of the strongest currencies in the Academy and has traditionally been equated with number of citations—be it for individuals, articles, departments, universities, journals, or entire fields. Adopting an alternative definition and measure, we use number of pages as indexed by Google to assess scholarly impact on stakeholders outside the Academy. Based on a sample including 384 of the 550 most highly cited management scholars in the past three decades, results show that scholarly impact is a multidimensional construct and that the impact of scholarly research on internal stakeholders (i.e., other members of the Academy) cannot be equated with impact on external stakeholders (i.e., those outside the Academy). We illustrate these results with tables showing important changes in the rank ordering of individuals based on whether we operationalize impact considering internal stakeholders (i.e., number of citations) or external stakeholders (i.e., number of non-.edu Web pages). Also, we provide tables listing the most influential scholars inside the Academy who also have an important impact outside the Academy. We discuss implications for empirical research, theory development, and practice regarding the meaning and measurement of scholarly impact.

Each August, we come to talk to each other [at the Academy of Management's annual meetings]; during the rest of the year we read each other's papers in our journals and write our own papers so that we may, in turn, have an audience the following August: an incestuous, closed loop.

Donald C. Hambrick, former Academy of Management president (1994, p. 13)

Some publishing may have become an end in itself. Including the impact of research in the social, economic, and cultural spheres beyond academia is an important corrective to this displacement of goals.

Andrew M. Pettigrew, former British Academy of Management president (2011, p. 348)

Who are the scholars with the greatest impact in the field of management? Which management departments around the world have the greatest impact based on the aggregated research output of their members? What is the relative impact of individual articles, as well as entire journals, in the field of management? Management scholars are very interested in providing answers to these questions because performance management systems in universities (Aguinis, 2013) and the allocation of resources and rewards to individuals and also departments are determined, at least in part, by the impact of their scholarly work (Gomez-Mejia & Balkin, 1992; Higher Education Funding Council of England

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Table 4
Ranking of Influential Scholars in the Field of Management Based on Number of Citations and Number of Google Pages Residing on Non-.edu Domains

Name	Current Affiliation	Degree Date	Ranking Based on Citations	Ranking Based on Google Pages (Non-.edu Domains)	Number of Citations	Number of Google Pages (Non-.edu Domains)
Albert Bandura	Stanford (emeritus)	1952	1	77	14,918	248,000
Kathleen M. Eisenhardt	Stanford	1982	2	48	12,292	394,398
Icek Ajzen	Massachusetts—Amherst	1969	3	273	10,066	21,523
Philip M. Podsakoff	Indiana—Bloomington	1980	4	179	9,056	82,818
Walter W. Powell	Stanford	1978	5	21	8,909	773,175
Jay B. Barney	Ohio State	1982	6	153	8,833	106,950
Richard P. Bagozzi	Michigan	1976	7	194	8,775	70,708
Bruce M. Kogut	Columbia	1983	8	267	8,637	22,232
David J. Teece	UC—Berkeley	1975	9	81	8,543	234,700
Timothy A. Judge	Notre Dame	1990	10	172	8,316	88,870
Daniel A. Levinthal	Pennsylvania	1985	11	221	7,404	47,335
Scott B. MacKenzie	Indiana—Bloomington	1983	12	190	7,098	74,395
Donald C. Hambrick	Penn State	1979	13	129	7,075	127,995
Michael E. Porter	Harvard	1974	14	22	6,462	725,400
Michael A. Hitt	Texas A&M	1974	15	9	6,376	1,454,925
Wesley M. Cohen	Duke	1981	16	187	6,254	79,223
Edwin A. Locke	Maryland (emeritus)	1964	17	97	6,249	180,480
Frank L. Schmidt	Iowa	1970	18	74	6,245	250,875
Hau L. Lee	Stanford	1983	19	175	6,173	85,403
James G. March	Stanford (emeritus)	1953	20	4	5,996	1,752,350
C. K. Prahalad	Deceased	1975	21	39	5,658	520,375
Wilmar B. Schaufeli	Utrecht (Netherlands)	1988	22	128	5,581	129,016
Birger Wernerfelt	MIT	1977	23	260	5,578	25,770
Charles A. O'Reilly	Stanford	1975	24	26	5,441	653,710
Paul E. Spector	South Florida	1975	25	25	5,386	660,183
Oliver E. Williamson	UC—Berkeley (emeritus)	1963	26	124	5,255	138,843
Viswanath Venkatesh	Arkansas	1997	27	308	5,221	14,030
Sumantra Ghoshal	Deceased	1986	28	170	5,129	91,800
Dennis W. Organ	Indiana—Bloomington (emeritus)	1970	29	155	5,124	104,603
Blake E. Ashforth	Arizona State	1986	30	204	5,062	60,663
Karl E. Weick	Michigan	1962	31	18	5,020	898,515
Rajiv D. Banker	Temple	1980	32	92	5,014	203,018
Susan E. Jackson	Rutgers	1982	33	10	4,980	1,205,200
Sara B. Kiesler	Carnegie Mellon	1965	34	161	4,912	100,195
Ikujiro Nonaka	Hitotsubashi (emeritus) (Japan)	1972	35	49	4,852	388,348
Lawrence R. James	Georgia Tech	1970	36	114	4,674	149,378
Gary P. Pisano	Harvard	1988	37	6	4,667	1,650,463
Jane E. Dutton	Michigan	1983	38	125	4,577	136,743
Richard L. Daft	Vanderbilt	1974	39	85	4,496	213,223
Michael L. Tushman	Harvard	1976	40	34	4,488	602,045
Gary P. Hamel	Strategos*	1990	41	281	4,463	19,586
Wanda J. Orlikowski	MIT	1988	42	78	4,432	241,703
Linda K. Trevino	Penn State	1987	43	176	4,424	85,285
Andrew H. Van de Ven	Minnesota	1972	44	120	4,307	142,224
Michael K. Mount	Iowa	1977	45	268	4,279	21,980
Shaker A. Zahra	Minnesota	1982	46	177	4,224	85,035
Scott A. Shane	Case Western	1992	47	278	4,181	20,742

Table 4
(Continued)

Name	Current Affiliation	Degree Date	Ranking Based on Citations	Ranking Based on Google Pages (Non-.edu Domains)	Number of Citations	Number of Google Pages (Non-.edu Domains)
Murray R. Barrick	Texas A&M	1988	48	188	4,119	78,040
Gary P. Latham	Toronto (Canada)	1974	49	62	4,028	307,815
Michael A. Hogg	Claremont Graduate*	1983	50	28	4,020	640,443
John E. Mathieu	Connecticut	1985	51	332	3,986	9,274
Udo Zander	Stockholm School of Economics (Sweden)	1991	52	295	3,943	16,771
Robert E. Hoskisson	Rice	1984	53	19	3,936	896,275
Jeffrey H. Dyer	BYU	1993	54	42	3,801	475,698
Robert W. Lent	Maryland	1979	55	111	3,780	152,038
Max H. Bazerman	Harvard	1980	56	1	3,762	2,464,000
Paul R. Warshaw	NA*	1977	57	256	3,717	29,336
Brian Uzzi	Northwestern	1994	58	154	3,681	106,080
Abraham Charnes	Deceased	1947	59	271	3,672	21,856
Bruce J. Avolio	University of Washington	1982	60	41	3,663	502,220
Phillip L. Ackerman	Georgia Tech	1984	61	272	3,622	21,788
Nancy E. Betz	Ohio State	1976	62	189	3,584	75,465
Joel Brockner	Columbia	1977	63	261	3,568	25,755
Glenn R. Carroll	Stanford	1982	64	46	3,549	411,440
Gregory G. Dess	Texas—Dallas	1980	65	27	3,542	643,495
Fritz Drasgow	Illinois	1978	66	218	3,539	49,383
Gerald R. Ferris	Florida State	1982	67	71	3,510	264,688
Robert I. Sutton	Stanford	1984	68	86	3,494	210,088
Barry M. Staw	UC—Berkeley	1972	69	17	3,493	912,733
Arnold B. Bakker	Erasmus (Netherlands)	1995	70	169	3,490	92,384
Robert C. Liden	Illinois—Chicago	1981	71	312	3,490	13,577
Gary L. Wells	Iowa State	1977	72	60	3,471	313,720
Terence R. Mitchell	University of Washington	1969	73	133	3,428	126,193
Jennifer A. Chatman	UC—Berkeley	1988	74	213	3,407	51,652
Natalie J. Allen	Western Ontario (Canada)	1985	75	140	3,380	117,195
Christina Maslach	UC—Berkeley	1971	76	199	3,366	65,088
Deborah J. Terry	Queensland (Australia)	1989	77	90	3,352	207,013
Kim B. Clark	Brigham Young—Idaho	1978	78	84	3,295	220,150
Jeffrey Pfeffer	Stanford	1972	79	69	3,293	268,725
Robert W. Zmud	Oklahoma	1974	80	168	3,285	93,150
Robin M. Hogarth	Universitat Pompeu Fabra (Spain)	1972	81	80	3,268	236,098
Michael R. Frone	SUNY—Buffalo	1991	82	197	3,204	68,253
Arthur P. Brief	Utah	1974	83	112	3,196	151,998
Louise F. Fitzgerald	Illinois (emeritus)	1979	84	219	3,165	48,985
Margaret A. Neale	Stanford	1982	85	193	3,135	71,148
Anne S. Tsui	Arizona State	1981	86	151	3,128	108,325
Erik Brynjolfsson	MIT	1991	87	178	3,128	83,065
P. Christopher Earley	Connecticut	1984	88	99	3,054	175,070
Amy Shuen	China Europe International Business School (CEIBS) (China)	1994	89	76	3,026	250,047
Nitin Nohria	Harvard	1988	90	64	2,983	293,750
Russell Cropanzano	Arizona	1988	91	227	2,981	42,383
Paul R. Sackett	Minnesota	1979	92	276	2,970	20,865
Charles W. L. Hill	University of Washington	1983	93	40	2,947	520,300
Michael H. Lubatkin	Connecticut	1982	94	291	2,916	17,200

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(Continued)

Name	Current Affiliation	Degree Date	Ranking Based on Citations	Ranking Based on Google Pages (Non-.edu Domains)	Number of Citations	Number of Google Pages (Non-.edu Domains)
Marshall L. Fisher	Pennsylvania	1970	95	138	2,912	119,198
Deniz S. Ones	Minnesota	1993	96	222	2,875	46,664
Stephen R. Barley	Stanford	1984	97	117	2,850	146,958
Ian C. MacMillan	Pennsylvania	1975	98	246	2,828	34,033
Gerardine L. Desanctis	Deceased*	1982	99	376	2,806	2,369
Scott A. Snell	Virginia	1989	100	146	2,802	110,237
Denise M. Rousseau	Carnegie Mellon	1977	101	63	2,794	305,175
Henry Mintzberg	McGill (Canada)	1968	102	37	2,789	536,800
Lee S. Sproull	NYU	1978	103	162	2,784	96,280
Roger G. Schroeder	Minnesota	1966	104	44	2,780	412,635
Daniel C. Feldman	Georgia	1976	105	107	2,758	157,673
Jeffrey H. Greenhaus	Drexel	1970	106	30	2,758	628,920
Sandy J. Wayne	Illinois—Chicago	1987	107	287	2,730	17,980
Paul J. H. Schoemaker	Pennsylvania	1977	108	79	2,729	237,690
Joel A. C. Baum	Toronto (Canada)	1989	109	181	2,721	81,515
Robert H. Lengel	Texas—San Antonio	1983	110	305	2,642	14,938
Susan J. Ashford	Michigan	1983	111	262	2,599	25,710
Terri A. Scandura	Miami (Florida)	1988	112	225	2,594	43,495
Aks Zaheer	Minnesota	1992	113	380	2,555	1,797
Karen A. Jehn	Melbourne (Australia)	1992	114	233	2,528	39,875
Ken G. Smith	Rhode Island	1983	115	67	2,504	285,228
Lynne G. Zucker	UCLA	1974	116	289	2,482	17,663
F. David Schoorman	Purdue	1983	117	277	2,457	20,844
Jason A. Colquitt	Georgia	1999	118	142	2,456	112,463
Paul W. Beamish	Western Ontario (Canada)	1985	119	127	2,448	132,428
Raphael H. Amit	Pennsylvania	1977	120	320	2,448	11,585
Raymond A. Noe	Ohio State	1985	121	94	2,434	198,337
George B. Graen	Illinois (retired)	1967	122	265	2,410	23,873
Jeanne M. Brett	Northwestern	1972	123	55	2,407	353,445
Randall S. Schuler	Rutgers	1973	124	11	2,382	1,135,330
Roger C. Mayer	North Carolina State	1989	125	243	2,377	35,343
Stephan J. Motowidlo	Minnesota*	1976	126	316	2,375	12,788
J. Stewart Black	INSEAD (United States)	1988	127	36	2,355	573,173
David E. Bowen	Thunderbird	1983	128	58	2,328	320,160
Mark A. Huselid	Rutgers	1993	129	118	2,325	145,275
Geert Hofstede	Maastricht (emeritus) (Netherlands)	1967	130	57	2,320	344,600
James D. Westphal	Michigan	1996	131	258	2,273	27,813
Joseph S. Valacich	Arizona	1989	132	61	2,272	312,755
G. Tomas Hult	Michigan State	1995	133	101	2,264	171,693
Luis R. Gomez-Mejia	Texas A&M	1981	134	56	2,264	352,675
Joyce E. Bono	Florida	2001	135	242	2,258	35,477
John D. Sterman	MIT	1982	136	88	2,255	207,165
John R. Hollenbeck	Michigan State	1984	137	183	2,244	80,815
Sydney Finkelstein	Dartmouth	1988	138	72	2,243	260,655
Mike W. Peng	Texas—Dallas	1996	139	29	2,223	631,755
Thomas H. Davenport	Babson	1982	140	73	2,221	255,325
R. Duane Ireland	Texas A&M	1977	141	51	2,220	369,150
Mary A. Konovsky	Tulane	1986	142	363	2,215	4,665

Table 4
(Continued)

Name	Current Affiliation	Degree Date	Ranking Based on Citations	Ranking Based on Google Pages (Non-.edu Domains)	Number of Citations	Number of Google Pages (Non-.edu Domains)
Daniel C. Ganster	Colorado State	1978	143	70	2,206	266,480
George P. Huber	Texas — Austin (emeritus)	1966	144	65	2,178	290,135
Janet P. Near	Indiana — Bloomington	1977	145	220	2,111	47,418
Toby E. Stuart	Harvard	1995	146	254	2,097	29,980
Hal R. Arkes	Ohio State	1971	147	163	2,094	95,543
Dennis A. Gioia	Penn State	1979	148	270	2,093	21,890
Fariborz Damanpour	Rutgers	1983	149	360	2,092	5,609
Gregory B. Northcraft	Illinois	1981	150	126	2,072	134,155
Gabriel Szulanski	INSEAD (Singapore)	1995	151	288	2,050	17,773
Morten T. Hansen	UC — Berkeley	1996	152	5	2,037	1,679,300
Sim B. Sitkin	Duke	1986	153	356	2,032	6,104
John M. Schaubroeck	Michigan State	1988	154	338	2,019	8,373
Anne S. Miner	Wisconsin — Madison (emeritus)	1985	155	248	2,003	32,813
David Simchi-Levi	MIT	1987	156	210	2,002	52,350
Larry L. Cummings	Deceased	1964	157	145	2,002	110,465
Katherine J. Klein	Pennsylvania	1984	158	121	1,995	140,578
Sara L. Rynes	Iowa	1981	159	115	1,991	148,775
Francis J. Yammarino	SUNY — Binghamton	1984	160	137	1,983	123,063
Harry J. Sapienza	Minnesota	1989	161	237	1,959	38,128
Zvi Drezner	California State — Fullerton	1975	162	282	1,955	19,074
Angelo S. DeNisi	Tulane	1977	163	45	1,940	412,170
Charles L. Hulin	Illinois (emeritus)	1963	164	215	1,938	50,070
Barry A. Gerhart	Wisconsin — Madison	1985	165	103	1,930	169,312
Vijay Govindarajan	Dartmouth	1978	166	31	1,926	621,845
Madeline E. Heilman	NYU	1972	167	296	1,923	16,217
Lynn M. Shore	San Diego State	1985	168	130	1,920	127,874
Christopher S. Tang	UCLA	1985	169	208	1,885	53,805
Philip Bobko	Gettysburg	1976	170	324	1,882	10,419
Barbara A. Gutek	Arizona (emeritus)	1975	171	83	1,873	225,090
Richard A. Bettis	North Carolina	1979	172	230	1,867	41,235
Marjorie A. Lyles	Indiana — Indianapolis	1977	173	139	1,860	117,580
C. Marlena Fiol	Colorado — Denver	1986	174	302	1,847	15,342
Dean Tjosvold	Lingnan (China)	1972	175	134	1,845	124,835
Spyros Makridakis	INSEAD (emeritus) (France)	1969	176	131	1,845	127,453
Peter S. Ring	Loyola Marymount	1986	177	203	1,840	62,451
K. Michele Kacmar	Alabama	1990	178	192	1,831	72,715
Marilyn E. Gist	Seattle	1985	179	347	1,813	7,619
Richard P. Rumelt	UCLA	1972	180	89	1,808	207,058
Frances J. Milliken	NYU	1985	181	293	1,804	16,926
Rodger W. Griffeth	Ohio	1981	182	223	1,795	45,059
Jean-Francois Hennart	Tilburg (Netherlands)	1977	183	257	1,793	28,325
Julian M. Birkinshaw	London Business School (UK)	1995	184	300	1,792	15,786
Daniel R. Ilgen	Michigan State	1969	185	54	1,790	357,073
Margaret A. Peteraf	Dartmouth	1987	186	174	1,784	85,944
Belle Rose Ragins	Wisconsin — Milwaukee	1987	187	238	1,780	37,095
Karel Cool	INSEAD (France)	1985	188	217	1,769	49,713
Gerard P. Cachon	Pennsylvania	1995	189	306	1,763	14,921
Robert G. Demaree	Deceased	1950	190	368	1,761	3,562

Table 4
(Continued)

Name	Current Affiliation	Degree Date	Ranking Based on Citations	Ranking Based on Google Pages (Non-.edu Domains)	Number of Citations	Number of Google Pages (Non-.edu Domains)
W. Richard Scott	Stanford (emeritus)	1961	191	66	1,759	285,975
Janet M. Dukerich	Texas—Austin	1985	192	229	1,750	41,288
Cynthia A. Montgomery	Harvard	1979	193	275	1,747	21,398
J. Kevin Ford	Michigan State	1983	194	82	1,727	234,480
Janine Nahapiet	Oxford (UK)	NA	195	367	1,724	3,824
Dean B. McFarlin	Dayton	1986	196	216	1,723	49,778
Kenneth W. Koput	Arizona	1992	197	184	1,709	80,750
Gretchen M. Spreitzer	Michigan	1992	198	156	1,702	104,396
Arthur G. Bedeian	Louisiana State	1973	199	14	1,701	962,618
Daniel M. Cable	London Business School (UK)	1995	200	165	1,663	94,068
Stephen J. Zaccaro	George Mason	1981	201	110	1,656	152,270
Rebecca M. Henderson	Harvard	1988	202	195	1,630	69,315
Saroj Parasuraman	Deceased	1977	203	259	1,623	26,522
Bing-Sheng Teng	Cheung Kong (China)	1998	204	352	1,611	6,679
James W. Fredrickson	Texas—Austin	1980	205	297	1,600	16,211
Lillian T. Eby	Georgia	1996	206	372	1,592	3,334
Peter W. Hom	Arizona State	1979	207	232	1,592	40,933
Henrich R. Greve	INSEAD (Singapore)	1994	208	266	1,591	23,497
Marvin B. Lieberman	UCLA	1982	209	234	1,588	39,280
Robert H. Moorman	Elon	1990	210	326	1,582	10,349
David A. Hofmann	North Carolina	1992	211	247	1,581	33,750
J. Frank Yates	Michigan	1971	212	150	1,578	109,495
John W. Slocum	Southern Methodist (emeritus)	1967	213	24	1,577	688,650
Gary A. Yukl	SUNY—Albany	1967	214	186	1,565	79,231
Andrew C. Inkpen	Thunderbird	1992	215	122	1,561	139,498
Connie G. Gersick	Yale*	1984	216	379	1,554	2,175
Laurel Smith-Doerr	Boston University	1999	217	318	1,553	12,343
Rita G. McGrath	Columbia	1993	218	339	1,552	8,289
John A. Pearce II	Villanova	1976	219	23	1,544	703,483
Robert A. Burgelman	Stanford	1980	220	52	1,540	363,428
Ingemar Dierickx	Amsterdam Institute of Finance (Netherlands)	1985	221	355	1,525	6,168
Martha S. Feldman	UC—Irvine	1983	222	166	1,524	93,998
Miriam Erez	Technion (emeritus) (Israel)	1972	223	191	1,518	73,850
R. Brent Gallupe	Queen's (Canada)	1985	224	284	1,518	18,598
Joseph T. Mahoney	Illinois	1989	225	224	1,503	44,768
Linda Smircich	Massachusetts—Amherst	1978	226	307	1,501	14,692
W. Earl Sasser	Harvard	1969	227	93	1,486	201,540
Arnon E. Reichers	Ohio State*	1983	228	364	1,481	4,423
Gary J. Blau	Temple	1982	229	160	1,472	100,394
Herminia Ibarra	INSEAD (France)	1989	230	43	1,469	439,930
Sankaran Venkataraman	Virginia	1989	231	135	1,469	123,975
Karlene H. Roberts	UC—Berkeley (emeritus)	1967	232	354	1,468	6,358
Margrethe H. Olson	Bentley	1978	233	105	1,463	160,928
Richard D. Arvey	National University of Singapore (Singapore)	1970	234	173	1,447	86,260
Robert P. Tett	Tulsa	1995	235	323	1,438	10,795
Anat Rafaeli	Technion (Israel)	1985	236	299	1,430	15,946
W. Chan Kim	INSEAD (France)	1984	237	59	1,421	315,810

Table 4
(Continued)

Name	Current Affiliation	Degree Date	Ranking Based on Citations	Ranking Based on Google Pages (Non-.edu Domains)	Number of Citations	Number of Google Pages (Non-.edu Domains)
Arvind Parkhe	Temple	1989	238	358	1,420	5,751
Cheri Ostroff	Maryland	1987	239	335	1,420	8,821
Fred Mael	Mael Consulting & Coaching	1988	240	350	1,417	7,168
Lisa Pelled Colabella	RAND Corporation	1993	241	383	1,417	530
Jane L. Pearce	UC—Irvine	1978	242	123	1,406	139,478
Steve W. J. Kozlowski	Michigan State	1982	243	255	1,399	29,882
Benson Rosen	North Carolina	1970	244	351	1,388	6,975
Constance E. Helfat	Dartmouth	1985	245	239	1,384	36,448
Kim S. Cameron	Michigan	1978	246	7	1,381	1,568,540
Robert E. Ployhart	South Carolina	1999	247	211	1,372	51,770
Robert E. Quinn	Michigan	1975	248	50	1,355	369,675
Thomas S. Bateman	Virginia	1981	249	32	1,351	613,800
Donald E. Conlon	Michigan State	1989	250	313	1,343	13,553
Cristina B. Gibson	Western Australia (Australia)	1995	251	240	1,314	35,824
Srilata Zaheer	Minnesota	1992	252	357	1,314	6,034
Angelo J. Kinicki	Arizona State	1982	253	327	1,311	10,029
Kathleen R. Conner	NA*	1986	254	309	1,307	13,836
Heather A. Haveman	UC—Berkeley	1990	255	286	1,303	18,077
Nicholas J. Beutell	Iona	1979	256	292	1,298	17,167
Shona L. Brown	Google, Inc.*	1995	257	75	1,294	250,120
Alan D. Meyer	Oregon (emeritus)	1977	258	109	1,286	155,218
Amy L. Kristof-Brown	Iowa	1997	259	374	1,278	2,914
Stuart L. Hart	Cornell	1983	260	2	1,269	2,265,625
Jay A. Conger	Claremont McKenna	1985	261	106	1,266	158,588
L. J. Bourgeois III	Virginia	1978	262	371	1,264	3,354
Richard L. Priem	Texas Christian	1990	263	314	1,259	13,170
Leaetta M. Hough	Dunnette Group	1981	264	249	1,219	32,128
Paula C. Morrow	Iowa State	1978	265	235	1,215	39,249
Greg L. Stewart	Iowa	1993	266	87	1,208	208,693
M. Susan Taylor	Maryland	1979	267	200	1,208	63,498
John P. MacDuffie	Pennsylvania	1991	268	381	1,200	1,551
Maria L. Kraimer	Iowa	1999	269	336	1,195	8,637
Alan M. Saks	Toronto—Scarborough (Canada)	1990	270	116	1,188	147,425
Charles R. Schwenk	NA*	1980	271	144	1,183	110,473
Wayne F. Cascio	Colorado—Denver	1973	272	16	1,181	932,103
Daniel P. Skarlicki	British Columbia (Canada)	1995	273	198	1,180	67,496
George F. Dreher	Indiana—Bloomington (emeritus)	1977	274	250	1,179	32,009
Herman Aguinis	Indiana—Bloomington	1993	275	113	1,170	150,010
Pamela S. Tolbert	Cornell	1983	276	108	1,166	155,530
David P. Lepak	Rutgers	1998	277	285	1,157	18,115
Gregory H. Dobbins	Deceased	1983	278	331	1,156	9,346
Ricky W. Griffin	Texas A&M	1978	279	3	1,154	1,979,200
Amy C. Edmondson	Harvard	1996	280	12	1,148	1,106,293
Yves L. Doz	INSEAD (France)	1976	281	15	1,144	945,305
Charles C. Manz	Massachusetts—Amherst	1981	282	13	1,139	1,021,778
Hal B. Gregersen	INSEAD (JAE)	1989	283	35	1,135	597,853
Andrew Delios	National University of Singapore (Singapore)	1998	284	244	1,099	34,497
Lois E. Tetrick	George Mason	1983	285	96	1,098	185,260

Table 4
(Continued)

Name	Current Affiliation	Degree Date	Ranking Based on Citations	Ranking Based on Google Pages (Non-.edu Domains)	Number of Citations	Number of Google Pages (Non-.edu Domains)
Erkko Autio	Imperial College London (UK)	1995	286	274	1,085	21,475
Harry G. Barkema	Erasmus (Netherlands)	1988	287	345	1,085	7,638
Linda Rhoades-Shanock	UNC—Charlotte	2001	288	384	1,084	530
Elaine D. Pulakos	PDRI	1984	289	236	1,079	38,530
John E. Delery	Arkansas	1993	290	343	1,077	7,943
Stanley M. Gully	Rutgers	1997	291	205	1,072	59,626
Peter Cappelli	Pennsylvania	1983	292	171	1,069	89,838
Chris W. Clegg	Leeds (UK)	1971	293	119	1,067	142,775
Anne S. Huff	Technische Universität München (Germany)	1974	294	212	1,062	51,673
Ruth Wageman	Harvard	1993	295	228	1,056	41,817
Elizabeth A. Mannix	Cornell	1989	296	157	1,053	104,250
J. C. Spender	International School of Management (France)	1980	297	315	1,051	12,918
Katherine R. Xin	China Europe International Business School (CEIBS) (China)	1995	298	330	1,051	9,386
Talya N. Bauer	Portland State	1994	299	290	1,045	17,553
Kut C. So	UC—Irvine	1985	300	333	1,040	9,040
Alison Davis-Blake	Michigan	1986	301	280	1,038	20,045
Connie R. Wanberg	Minnesota	1992	302	317	1,037	12,481
Jeffrey J. Reuer	Purdue	1997	303	159	1,035	100,510
Barbara B. Flynn	Indiana—Indianapolis	1984	304	167	1,030	93,335
Kathryn R. Harrigan	Columbia	1979	305	353	1,028	6,428
Henry I. Tosi	Florida (emeritus)	1964	306	132	1,024	127,323
F. Warren McFarlan	Harvard (emeritus)	1965	307	100	1,021	173,275
Stephen W. Gilliland	Arizona	1992	308	158	1,018	101,385
J. Carlos Jarillo	HEC Geneva (Switzerland)*	1986	309	226	1,005	42,974
Michelle A. Marks	George Mason	1997	310	346	1,005	7,623
Michael G. Pratt	Boston College	1994	311	152	998	107,230
Lloyd E. Sandelands	Michigan	1982	312	251	992	31,483
Margarethe F. Wiersema	UC—Irvine	1985	313	334	980	8,942
Deborah E. Rupp	Purdue	2002	314	263	977	24,495
James W. Smither	La Salle	1985	315	147	975	110,188
M. Audrey Korsgaard	South Carolina	1990	316	322	975	11,470
J. Richard Hackman	Harvard	1966	317	136	967	123,225
Gina J. Medsker	HumRRO	1993	318	301	964	15,479
Richard A. D'Aveni	Dartmouth	1987	319	47	964	394,700
Seungjin Whang	Stanford	1988	320	196	961	69,204
Christopher O. L. H. Porter	Texas A&M	2001	321	370	932	3,380
Stephen J. Mezias	INSEAD (UAE)	1987	322	303	926	15,215
Mason A. Carpenter	Deceased	1997	323	102	925	169,485
D. Harold Doty	Texas—Tyler	1990	324	319	920	12,126
Dieter Zapf	Frankfurt (Germany)	1988	325	148	911	110,128
John E. Ettl	Rochester Institute of Technology	1975	326	98	911	179,815
Janice M. Beyer	Deceased	1973	327	185	910	79,328
Michael J. Wesson	Texas A&M	2002	328	164	909	94,510
W. Graham Astley	Deceased*	1978	329	361	908	5,277
Joyce E. A. Russell	Maryland	1983	330	231	890	41,030

Table 4
(Continued)

Name	Current Affiliation	Degree Date	Ranking Based on Citations	Ranking Based on Google Pages (Non-.edu Domains)	Number of Citations	Number of Google Pages (Non-.edu Domains)
Ramchandran Jaikumar	Deceased	1985	331	279	890	20,666
Paul C. Nutt	Strathclyde (UK)	1974	332	95	886	192,655
Jan W. Rivkin	Harvard	1997	333	209	878	52,833
Michael J. Evanisko	NA*	1978	334	366	873	4,116
H. Kevin Steensma	University of Washington	1996	335	340	868	8,235
John M. Ivancevich	Deceased	1968	336	20	836	845,025
Luis L. Martins	Texas—Austin	1997	337	310	832	13,819
Paul Duguid	UC—Berkeley	n/a	338	91	832	205,845
Jeffrey B. Arthur	Virginia Tech	1990	339	321	829	11,513
Elizabeth C. Ravlin	South Carolina	1986	340	348	801	7,448
Chung Ming Lau	Chinese University of Hong Kong (China)	1991	341	206	793	58,645
Barry Z. Posner	Santa Clara	1979	342	38	773	536,465
Marvin D. Dunnette	Deceased	1954	343	182	747	81,140
Harrison M. Trice	Deceased*	1955	344	201	745	63,225
Melissa A. Schilling	NYU	1997	345	214	741	51,481
Seok-Woo Kwon	UC—Riverside	2003	346	344	730	7,795
Daniel G. Bachrach	Alabama	2002	347	349	726	7,275
Victor E. Millar	AT&T*	n/a	348	264	714	24,174
G. R. Salancik	Deceased*	1971	349	294	707	16,842
Kentaro Nobeoka	Hitotsubashi, Japan	n/a	350	283	701	18,639
Hugh J. Arnold	Toronto (Canada)*	1976	351	143	700	112,313
Lorraine Eden	Texas A&M	1976	352	341	655	8,115
Mohanbir S. Sawhney	Northwestern*	1993	353	337	648	8,593
M. Tina Dacin	Queen's (Canada)	1993	354	328	646	9,403
Giovanni Gavetti	Harvard	2000	355	207	644	54,119
Behnam N. Tabrizi	Stanford*	1994	356	33	631	603,431
David B. Jemison	Texas—Austin*	1978	357	245	627	34,253
Robert P. Vecchio	Deceased	1976	358	141	625	112,525
Stephen A. Stumpf	Villanova	1978	359	53	625	357,170
Majken Schultz	Copenhagen (Denmark)	1988	360	241	621	35,611
Jesper B. Sorensen	Stanford	1996	361	253	619	30,195
Glenn M. McEvoy	Utah State	1985	362	342	617	7,982
James E. Bailey	George Washington	1975	363	8	615	1,468,550
Kevin G. Corley	Arizona State	2002	364	304	602	15,095
Theodore Levitt	Deceased*	1951	365	104	594	165,545
Julie Beth Paine	Best Buy*	2001	366	369	587	3,439
Vandra L. Huber	University of Washington	1982	367	202	584	62,889
Sadao Sakakibara	NA*	n/a	368	382	543	1,110
Sammy W. Pearson	NA	1977	369	373	543	3,246
Paul A. Mabe	Georgia*	1982	370	362	539	4,914
Donald M. Truxillo	Portland State	1987	371	311	528	13,672
William D. Todor	NA*	1979	372	325	517	10,359
Anthony J. Mento	Loyola—Maryland*	1978	373	329	515	9,395
Richard Z. Gooding	Strategic Advantage*	1989	374	377	507	2,349
Ian Mitroff	UC—Berkeley	1967	375	68	495	282,153
Monica C. Higgins	Harvard	1995	376	180	463	81,810

Table 4
(Continued)

Name	Current Affiliation	Degree Date	Ranking Based on Citations	Ranking Based on Google Pages (Non-.edu Domains)	Number of Citations	Number of Google Pages (Non-.edu Domains)
Tove H. Hammer	Cornell	1973	377	378	461	2,215
Dan Karreman	Copenhagen (Denmark)	n/a	378	252	455	30,489
Suzanne S. Masterson	Cincinnati	1998	379	365	448	4,351
William H. Mobley	Mobley Group Pacific Ltd.	1971	380	149	398	109,973
Richard M. J. Bohmer	Harvard	n/a	381	298	389	16,154
Gerardo A. Okhuysen	Utah	1997	382	375	370	2,669
Mitchell G. Rothstein	Western Ontario (Canada)	1983	383	269	308	21,942
Mary Shane Connelly	Oklahoma	1996	384	359	232	5,725

Note: We obtained affiliation information from the Academy of Management membership directory for 242 individuals, Society for Industrial and Organizational Psychology membership directory for 3 individuals, Web pages for other professional associations for 5 individuals, personal Web sites for 6 individuals, university Web sites for 90 individuals, and other sources such as news Web sites and footnotes in recently published journal articles for 11 individuals. We were unable to confirm updated affiliation information for the 27 individuals denoted by an asterisk, so we used data provided by Podsakoff et al. (2008, Table 9) for them. Abbreviations: NA, not available.

As described in the methods section, our sample includes 384 of the 550 most influential scholars identified by Podsakoff et al. (2008, Table 9). The following are the individuals not included in our study: Eric Abrahamson, Paul S. Adler, Gautam Ahuja, Ralph A. Alexander, Mats Alvesson, Terry L. Amburgey, Deborah Ancona, Philip C. Anderson, William P. Barnett, Donald W. Beard, Brian E. Becker, Nathan Bennett, Robert D. Bretz, John S. Brown, Steven D. Brown, Michael J. Burke, John E. Butler, Tony Calabrese, David F. Caldwell, James E. Campion, Michael A. Campion, David Chan, Sayan Chatterjee, Frank Chen, Ming-Jer Chen, Peter Y. Chen, Susan G. Cohen, William W. Cooper, Jose M. Cortina, John L. Cotton, Catherine M. Dalton, Dan R. Dalton, T. K. Das, Fred D. Davis, Gerald F. Davis, James H. Davis, Peter S. Davis, James W. Dean, Jacques J. Delacroix, Daniel R. Denison, Alan R. Dennis, Thomas J. Donaldson, Deborah Dougherty, Thomas W. Dougherty, Jeffrey R. Edwards, Robert Eisenberger, Amir Erez, Daniel J. Farrell, Jack M. Feldman, Richard Fetter, Cynthia D. Fisher, Robert Folger, Elizabeth Frederick, Richard B. Freeman, Michael Frese, Peter H. Friesen, Stefan Gaertner, Jennifer M. George, William H. Glick, Barry M. Goldman, Michael E. Gordon, Robert M. Grant, Jerald Greenberg, Ranjay Gulati, Anil K. Gupta, Gail N. Hackett, Michael M. Harris, David A. Harrison, Christopher A. Higgins, Robert J. House, Jane M. Howell, John E. Hunter, Paul Ingram, Blake Ives, Douglas N. Jackson, Paul R. Jackson, Eric J. Johnson, Jonathan L. Johnson, Richard A. Johnson, Gareth R. Jones, Thomas M. Jones, Prashant Kale, Ruth Kanfer, Rabindra Kanungo, Ralph Katz, Tarun Khanna, John R. Kimberly, Michael P. Kirsch, Howard J. Klein, Charles E. Lance, Cynthia Lee, Dorothy Leonard, Jeffrey LePine, Kyle Lewis, Manuel London, Robert G. Lord, Yadong Luo, John G. Lynch, Jeffrey A. Martin, Phyllis A. Mason, Daniel J. McAllister, John P. Meyer, Danny Miller, William (Will) G. Mitchell, David B. Montgomery, Peter Moran, Elizabeth W. Morrison, Michael Mumford, Kevin R. Murphy, Kok Yee Ng, Christine E. Oliver, Paul S. Osterman, Nestor (Nick) Ovalle, V. Padmanabhan, James L. Perry, Lawrence H. Peters, James S. Phillips, Thomas C. Powell, Lee E. Preston, James L. Price, Vasudevan Ramanujam, E. Rhodes, Daniel Robey, Richard B. Robinson, Sandra L. Robinson, John Rohrbaugh, Jerry Ross, Philip L. Roth, Ann Marie Ryan, Jennifer K. Ryan, Katherine Ryan, Eduardo Salas, Ron Sanchez, William R. Sandberg, Neal Schmitt, Benjamin Schneider, David M. Schweiger, Brian S. Silverman, Michael C. Simon, Harbir Singh, Jitendra V. Singh, C. Ann Smith, Michael D. Smith, Robert P. Steel, Karen M. Taylor, Howard Thomas, James B. Thomas, William H. Turnley, Robert J. Vandenberg, N. Venkatraman, Chockalingam Viswesvaran, Gordon Walker, James P. Walsh, Peter Warr, James A. Waters, Jane Webster, Stephen G. West, Larry J. Williams, Robert L. Winkler, Lawrence A. Witt, Gerrit Wolf, Robert E. Wood, Mike Wright, Patrick M. Wright, Edward J. Zajac, and Dov Zohar.

Table 5. This table also includes a ranking for each individual based on a simple and unweighted arithmetic mean of the rankings based on citations and non-.edu pages. In addition to being informative regarding individual scholars, Table 5 shows that 20% (i.e., 8 out of 40) of these most influential individuals both inside and outside the Academy are affiliated with Stanford University. Harvard University accounts for 12.5% of such individuals (5 out of 40), followed by UC Berkeley with 7.5% (3 out of 40). Thus, three universities have been able to attract and retain 40% of the 40 individuals with the highest impact both inside and outside the Academy.

Our results show that the science–practice gap does not seem to be narrowing. Specifically, number of years since receiving a doctorate degree does not serve as a moderator of the relationship between number of citations and number of non-.edu pages. Although information presented in

Table 5 allowed us to identify the most impactful individuals and universities both inside and outside the Academy, those results are concerned primarily with past impact. More precisely, a perusal of Table 5 shows that 31 of those 40 most influential individuals received their doctorate degrees about 30 years ago (i.e., in 1982) or earlier. This result leads to the following question: Who are the less senior scholars in the field who are having an important impact both inside and outside the Academy?

To answer this question, we used Table 4 as the starting point and selected all individuals who received their degrees since 1991. Our rationale was that given an academic career length of about 40 years, selecting individuals who received their degrees within the past two decades would allow us to identify those who are around their mid-career point or earlier and are likely to continue to make important contributions over at least the next two decades. Results included in Table 6

Table 6
Ranking of Influential Scholars Who Received Their Degrees Since 1991 Based on Impact Inside and Outside the Academy

Name	Current Affiliation	Degree Date	Mean Ranking (1–83, Based on This Table)	Mean Ranking (1–384, From Table 4)
Jeffrey H. Dyer	BYU	1993	1	48
Morten T. Hansen	UC—Berkeley	1996	2	79
Amy Shuen	China Europe International Business School (CEIBS) (China)	1994	3	83
Mike W. Peng	Texas—Dallas	1996	4	84
Brian Uzzi	Northwestern	1994	5	106
G. Tomas Hult	Michigan State	1995	6	117
Arnold B. Bakker	Erasmus (Netherlands)	1995	7	120
Mark A. Huselid	Rutgers	1993	8	124
Jason A. Colquitt	Georgia	1999	9	130
Erik Brynjolfsson	MIT	1991	10	133
Michael R. Frone	SUNY—Buffalo	1991	11	140
Amy C. Edmondson	Harvard	1996	12	146
Deniz S. Ones	Minnesota	1993	13	159
Scott A. Shane	Case Western	1992	14	163
Shona L. Brown	Google, Inc.	1995	15	166
Viswanath Venkatesh	Arkansas	1997	16	168
Andrew C. Inkpen	Thunderbird	1992	17	169
Karen A. Jehn	Melbourne (Australia)	1992	18	174
Udo Zander	Stockholm School of Economics (Sweden)	1991	18	174
Greg L. Stewart	Iowa	1993	20	177
Gretchen M. Spreitzer	Michigan	1992	20	177
Daniel M. Cable	London Business School (UK)	1995	22	183
Joyce E. Bono	Florida	2001	23	189
Kenneth W. Koput	Arizona	1992	24	191
Herman Aguinis	Indiana—Bloomington	1993	25	194
James D. Westphal	Michigan	1996	26	195
Behnam N. Tabrizi	Stanford	1994	26	195
Toby E. Stuart	Harvard	1995	28	200
Mason A. Carpenter	Deceased	1997	29	213
Gabriel Szulanski	INSEAD (Singapore)	1995	30	220
Robert E. Ployhart	South Carolina	1999	31	229
David A. Hofmann	North Carolina	1992	31	229
Jeffrey J. Reuer	Purdue	1997	33	231
Michael G. Pratt	Boston College	1994	34	232
Stephen W. Gilliland	Arizona	1992	35	233
Daniel P. Skarlicki	British Columbia (Canada)	1995	36	236
Henrich R. Greve	INSEAD (Singapore)	1994	37	237
Julian M. Birkinshaw	London Business School (UK)	1995	38	242
Cristina B. Gibson	Western Australia (Australia)	1995	39	246
Michael J. Wesson	Texas A&M	2002	39	246
Aks Zaheer	Minnesota	1992	41	247
Gerard P. Cachon	Pennsylvania	1995	42	248
Stanley M. Gully	Rutgers	1997	42	248
Ruth Wageman	Harvard	1993	44	262
Andrew Delios	National University of Singapore (Singapore)	1998	45	264
Laurel Smith-Doerr	Boston University	1999	46	268
Jan W. Rivkin	Harvard	1997	47	271
Chung Ming Lau	Chinese University of Hong Kong (China)	1991	48	274

Table 6
(Continued)

Name	Current Affiliation	Degree Date	Mean Ranking (1–83, Based on This Table)	Mean Ranking (1–384, From Table 4)
Bing-Sheng Teng	Cheung Kong (China)	1998	49	278
Monica C. Higgins	Harvard	1995	49	278
Rita G. McGrath	Columbia	1993	51	279
Robert P. Tett	Tulsa	1995	51	279
Melissa A. Schilling	NYU	1997	53	280
Erkko Autio	Imperial College London (UK)	1995	53	280
Giovanni Gavetti	Harvard	2000	55	281
David P. Lepak	Rutgers	1998	55	281
Deborah E. Rupp	Purdue	2002	57	289
Lillian T. Eby	Georgia	1996	57	289
Talya N. Bauer	Portland State	1994	59	295
Maria L. Kraimer	Iowa	1999	60	303
Srilata Zaheer	Minnesota	1992	61	305
Jesper B. Sorensen	Stanford	1996	62	307
Gina J. Medsker	HumRRO	1993	63	310
Connie R. Wanberg	Minnesota	1992	63	310
Lisa Pelled Colabella	RAND Corporation	1993	65	312
Katherine R. Xin	China Europe International Business School (CEIBS) (China)	1995	66	314
Amy L. Kristof-Brown	Iowa	1997	67	317
John E. Delery	Arkansas	1993	67	317
Luis L. Martins	Texas—Austin	1997	69	324
John P. MacDuffie	Pennsylvania	1991	70	325
Michelle A. Marks	George Mason	1997	71	328
Kevin G. Corley	Arizona State	2002	72	334
Linda Rhoades-Shanock	UNC—Charlotte	2001	73	336
H. Kevin Steensma	University of Washington	1996	74	338
M. Tina Dacin	Queen's (Canada)	1993	75	341
Seok-Woo Kwon	UC—Riverside	2003	76	345
Mohanbir S. Sawhney	Northwestern	1993	76	345
Christopher O.L.H. Porter	Texas A&M	2001	78	346
Daniel G. Bachrach	Alabama	2002	79	348
Julie Beth Paine	Best Buy	2001	80	368
Mary Shane Connelly	Oklahoma	1996	81	372
Suzanne S. Masterson	Cincinnati	1998	81	372
Gerardo A. Okhuysen	Utah	1997	83	379

Note: Mean ranking is based on averaging citations and Google pages residing on non-.edu domains using information included in Table 4. As described in the methods section, our sample includes 384 of the 550 most influential scholars identified by Podsakoff et al. (2008, Table 9). The following are the individuals who received their doctorate degrees since 1991 but were not included in our study: Gautam Ahuja, Tony Calabrese, David Chan, Frank Chen, Peter Y. Chen, Jose M. Cortina, Catherine M. Dalton, James H. Davis, Alan R. Dennis, Amir Erez, Richard Fetter, Stefan Gaertner, Barry M. Goldman, Ranjay Gulati, Paul Ingram, Jonathan L. Johnson, Richard A. Johnson, Prashant Kale, Tarun Khanna, Jeffrey LePine, Kyle Lewis, Yadong Luo, Jeffrey A. Martin, Daniel J. McAllister, Peter Moran, Elizabeth W. Morrison, Kok Yee Ng, Sandra L. Robinson, Jennifer K. Ryan, Katherine Ryan, Ron Sanchez, Brian S. Silverman, Michael C. Simon, William H. Turnley, and Chockalingam Viswesvaran.

show that 7.3% of individuals are affiliated with Harvard (6 out of 83), about 6% with Minnesota (5 out of 83), and 3.6% with Iowa (3 out of 83) and Rutgers (also 3 out of 83). Given behavioral consistency theory, which is the foundational approach for predicting future behavior based on

past behavior in the field of human resource management (Cascio & Aguinis, 2011), Table 6 provides useful information regarding the anticipated future impact of specific individual scholars as well as universities on both inside and outside stakeholders.