January 2013

The Effective Use of Research Tools and Resources
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Nader Ale Ebrahim, PhD.
Technology Management Consultant
"Research Tools" Advisor
www.researcherid.com/rid/C-2414-2009
http://scholar.google.com/citations
works.bepress.com/aleebraham/
Introduction

The search can be time consuming and sometimes tedious task. How can make it easier? How do deal with situations such as:

• “I just join as new postgraduate students and I am not sure how to do a literature search”
• “I have been into research for sometimes now but I spend a lot of time to get the articles I want”
• “I am sure I have downloaded the article but I am not able to find it”
• “I wanted to write a new paper, how can I manage the references in the shortest possible time?”
• “I have many references, some for my old papers, and some for my current research. Sometimes, they are so many that I can’t recall where I have kept them in my folders!”
• .......
• “I have written an article and I am not able to find a proper Journal”
• "I want to increase the citation of my papers, how do I do?"
Objectives

– To **reduce the search time** by expanding the knowledge of researchers to more effectively use the "**tools**" that are available through the Net.

– To **evaluate** the types of literature that researchers will encounter.

– To **convert** the information on the search for a written document.

– **Help** researchers learn how to search and analyze the right journal to submit.

– To **promote** their publication for further citation.
Nader Ale Ebrahim

• Founder of “Research Tools Box”
• On the Net
  – Publishing on internet: ideas & tools
  – Semināra
  – Budapest Open Access Initiative
  – ENGL 6890: Studies in Writing and Rhetoric

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Searching the literature
How to Find and Develop a Viable Research Topic?

Step One: Identify a Topic.
Step Two: Test Your Topic.

Test the main concepts or **keywords** in your topic by looking them up in the appropriate background sources or by using them as search terms.

If you are finding too much information and too many sources, narrow your topic by using the **and** operator.

Finding too little information may indicate that you need to broaden your topic.
Keywords

Selecting keywords lead to get more citation.

Web of Science

MASTER KEYWORDS LIST
Journal of International Business Studies
Want more keyword ideas? Try the Search-based Keyword Tool, a new tool that will generate ideas matched to your website.

Results are tailored to English, United States

### How would you like to generate keyword ideas?
- Descriptive words or phrases (e.g., green tea)
- Website content (e.g., www.example.com/product?id=74893)

Enter one keyword or phrase per line:

Virtual R&D teams in new product development

- Use synonyms
- Filter my results

Get keyword ideas

---

### Selected Keywords:
To advertise with these keywords on Google, export them in TEXT or CSV format. Click 'Sign up for AdWords' to create your AdWords account, then paste the keywords into your new campaign.

virtual teams

---

### Keywords related to term(s) entered - sorted by relevance

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Add all 1

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### Additional keywords to consider - sorted by relevance

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Hi there! This issue, we are going to explain how KeyWords Plus broadens your search. KeyWords Plus is the result of our Thomson Reuters editorial expertise in Science.

What our editors do is to review the titles of all references and highlight additional relevant but overlooked keywords that were not listed by the author or publisher. With KeyWords Plus, you can now uncover more papers that may not have appeared in your search due to changes in scientific keywords over time.

Thanks and keep your feedback and questions coming!

Smiles,

Lim Khee Hiang
Ph.D., Principal Consultant
• New Product Development in Virtual Environment (ISI Indexed)
• Author Keywords: New product Development; Virtual teams; Concurrent Collaboration; Review paper
• KeyWords Plus: DEVELOPMENT TEAMS; PERFORMANCE; TECHNOLOGY; KNOWLEDGE; COMMUNICATION; PERSPECTIVE; INTEGRATION; INNOVATION; NETWORK; WORKING
Keywords used in the research

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Compiling a list of keywords

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Critically Analyzing Information Sources

1- Initial Appraisal:
   - Author
   - Date of Publication
   - Edition or Revision
   - Publisher
   - Title of Journal (Distinguishing Scholarly Journals from other Periodicals)

2- Content Analysis:
   - Intended Audience
   - Objective Reasoning
   - Coverage
   - Writing Style
   - Evaluative Reviews
A scientist has index $h$ if $h$ of [his/her] $N_p$ papers have at least $h$ citations each, and the other $(N_p - h)$ papers have at most $h$ citations each.
### Author Impact Analysis

**Query**
- **Author's name:** jay bal
- **Exclude these names:**
- **Year of publication between:** 0 and 0

**Results**

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<th>AMCRPA</th>
<th>g-index</th>
<th>e-index</th>
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**Notes:**
- AMCR: Annual Mean of Citation Rate
- AMCRPA: Annual Mean of Citation Rate per Publication Area
- g-index: Generalized h-index
- e-index: Extended h-index
### The Effective Use of Research Tools and Resources ©2013 By: Nader Ale Ebrahim

**Harzing's Publish or Perish**

**General citation search**

**Query**
- Author(s):
- Publication:
  - All of the words: Virtual R&D teams in new product development
  - Any of the words:
  - None of the words:
- The phrase:

**Results**
- Year of publication between: 0 and: 0

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Figure 1: Mean H-index Scores by Field of Study

- Sciences: 10.6
- Agricultural sciences: 8.9
- Engineering: 8.5
- Social sciences: 5.2
- Applied health sciences: 4.9
- Business: 3.8
- Humanities: 2.3
- Architecture and design: 0.9
- Fine arts: 0.8

Source: Making Research Count: Analyzing Canadian Academic Publishing Cultures
Where to Find Research Literature

• **ISI Web of Knowledge**

• **Research tools Mind Map** (Refer to “search for proper article” section)
In recent years we have witnessed an explosion in the production and availability of scholarly research results. This growth is reflected in the gradual expansion of journal coverage in the Web of Science.

Journal coverage in Web of Science consists of three major indexes, namely the (Science Citation Index Expanded, the Social Sciences Citation Index, and the Arts & Humanities Citation Index. In addition, the Conference Proceedings Citation Index (formerly ISIProceedings) became an edition of Web of Science in October) 2008.

In 2000 journal coverage in Web of Science totaled 8,684 titles. In 2005, Web of Science covered 9,467 journals, an increase of 9%. As of April 1, 2010 11,519 journals are covered in Web of Science, and increase of 22%.
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ISI Web of Knowledge™

Results Topic=(Virtual teams in new product development) Timeline=All Years.
Results: 49

1. Title: An investigation of the use of global, virtual, and colocated new product development teams
   Author(s): McDonough, EF, Khan, KB, Barczak, G
   Source: JOURNAL OF PRODUCT INNOVATION MANAGEMENT Volume: 18 Issue: 2 Pages: 110-120 Published: MAR 2001
   Times Cited: 71
   Full Text

2. Title: The predictive power of Internet-based product concept testing using visual depiction and animation
   Author(s): Dahan, E, Shinar, A
   Times Cited: 61
   Full Text

3. Title: The virtual customer
   Author(s): Dahan, E, Hauser, JR
   Source: JOURNAL OF PRODUCT INNOVATION MANAGEMENT Volume: 19 Issue: 5 Pages: 332-353 Published: SEP 2002
   Times Cited: 53
   Full Text

4. Title: Simulating project work processes and organizations: Toward a micro-contingency theory of organizational design
   Author(s): Lewin, RE, Thomassen, J, Christiansen, TR, et al
   Source: MANAGEMENT SCIENCE Volume: 45 Issue: 11 Pages: 1479-1495 Published: NOV 1999
   Times Cited: 44
   Full Text

5. Title: Virtually, communication, and new product team creativity: a social network perspective
   Author(s): Lencioni, R, van Engelen, JML, Kratzer, J
   Times Cited: 38
   Full Text

6. Title: New product development decision-making effectiveness: Comparing individuals, face-to-face teams, and virtual teams
   Author(s): Schmidt, JS, Montoya-Weiss, MM, Massey, AP
   Source: DECISION SCIENCES Volume: 32 Issue: 4 Pages: 575-600 Published: FAL 2001
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(204 Conference Title value(s) outside display options.)
(221 records (44.2000%) do not contain data in the field being analyzed.)
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ISI Web of Knowledge™

Select a Database: Web of Science

Citation Report

Published Items in Each Year

Citations in Each Year

Results found: 1,036

1. Title: Communication and trust in global virtual teams
   Authors: Jianpeng SL, Lederer DE
   Source: ORGANIZATION SCIENCE
   Volume: 10
   Pages: 791-815
   Published: NOV-DEC 1999

2. Title: The mutual knowledge problem and its consequences for dispersed collaboration
   Authors: Crumpton JD
   Source: ORGANIZATION SCIENCE
   Volume: 12
   Pages: 346-371
   Published: MAY-JUN 2001

3. Title: Enabling space over time: Global virtual team dynamics and effectiveness
   Authors: Maznevski ML, Oddleby NK
   Source: Proceedings of the 47th Annual Meeting of the Academy of Management, AUG 06-13, 1997 BOSTON, MASSACHUSETTS

Table:

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Note: The table above shows the total number of citations and the average number of citations per year for selected publications.
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Web of Science℠

Citation Report: Topic="(virtual teams)"
Timespan=All Years. Databases=SCI-EXPANDED, SSCI, A&HCI, CPCI-S, CPCI-SSH.

This report reflects citations to source items indexed within Web of Science. Perform a Cited Reference Search to include citations to items not indexed within Web of Science.

[Graphs showing published items and citations in each year]

Results found: 741

Sum of the Times Cited: 7561
Sum of Times Cited without self-citations: 4771
Citing Articles: 3928
View Citing Articles
View without self-citations
Average Citations per Item: 10.20
h-index: 42
Web of Science℠

Citation Report

Topic="(Virtual R&D Teams)"
Timespan=All Years. Databases=SCI-EXPANDED, SSCI, A&HCI, CPCI-S, CPCI-SSH.

This report reflects citations to source items indexed within Web of Science. Perform a Cited Reference Search to include citations to items not indexed within Web of Science.

Published Items in Each Year

Citations in Each Year

Results found: 7

Sum of the Times Cited [?] : 46
Sum of Times Cited without self-citations [?] : 43
Citing Articles[?] : 46
View Citing Articles
View without self-citations
Average Citations per Item [?] : 6.57
h-index [?] : 2

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Citation tracking

- Citation indexes allow you to search the academic literature in ways that illuminate the progress of academic debate in your field. With a citation index, you can easily identify the most influential articles, and the leading academic authorities. You can track backwards (using lists of cited articles) and forwards (using lists of articles which cite a particular article). As a result, you can determine the position of academic debate at any time in the past.
Cited Reference Searching

Traditional search

2001

1982 paper

1957 paper

1996 paper

Cited reference search

2004 paper

1987 paper

2003 paper

1993 paper

1996 paper

2001
Literature Citation Information – Driving Discovery of “CLOSE Art”

...navigating
• Backward in time via Cited References
• Forward in time via Times Cited
• and through Related Records

Cited References

Times Cited

Related Records

← Citing ←

Time

2002

2001

2000

1998

2003

2004

2007

2005

1998

1994

1993

2004

2000
Paper/journal quality

• Another guide to paper/journal quality is the general reputation of the association, society, or organization publishing the journal.

• Leading professional associations such as American Psychological Association (APA) or the Institute of Electrical and Electronics Engineers (IEEE) publish a range of journals that are highly regarded.
Keeping up-to-date
Keeping up-to-date

What is an alert service?

- Many journal databases and book publishers offer free alert services. These are an effective means of keeping track of the latest research.
- Alert services come in different forms. The most common include:
  - a search alert. This is a saved search which alerts you when a book or article that matches your search terms is published.
  - a TOC (Table of Contents) alert. Such an alert notifies you when a new issue of a journal is published, and provides you with the issue's table of contents.
  - a citation alert. This advises you when a new article cites a particular work.
  - Most alert services are email-based. An increasing number are now offered as an RSS feed. If you are just beginning, you might like to try email alerts first. These are generally easier to create.
Keeping up-to-date

Alert services are an effective means of keeping track of the latest research.
Keeping up-to-date

Create a Google Alert

• Enter the topic you wish to monitor.
• Search terms:
• Type:
• How often:
• Email length:
• Your email:
Keeping up-to-date

SpringerAlerts

ScienceDirect

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Routledge

InterScience®

SpringerLink

WILEY-BLACKWELL

ISI Web of Knowledge™

The MIT Press
Part 2
Mind Map Tools

Source: Mind Map Tools, By: Seyyed Ali Fattahi Computer PhD Candidate FTSM UKM
Paraphrasing & Editing
Contextual Thesaurus

In the competitive market, virtual teams represent a growing response to the need for fast time-to-market, low-cost and rapid solutions to complex organizational issues.

In the competition on the market, a virtual team is a rising in response to the need to fast time to market, cost effective and fast resolution of complex organizational issues.

In a competitive market, a virtual team is a rising in response to the need to fast time to market, cost effective and fast resolution of complex organizational issues.

In the competition in the market, a virtual team is a rising in response to the need to fast time to market, cost effective and fast resolution of complex organizational issues.

In competition in the market, a virtual team is a rising in response to the need to fast time to market, cost effective and fast resolution of complex organizational issues.
A small number of studies exclusively focused on the virtual R&D teams, for example [21-24] and none of them concentrated on the virtual R&D teams for NPD in SMEs. This paper summary the key findings of earlier works on different aspects of virtual R&D teams in SMEs and establishes it rationale in new product development (NPD). It highlights the gaps and weaknesses in the existing literature on virtual teams in R&D management and in new product development in SMEs. Finally, it identifies the future research directions in the area of concern.

2-Review search methodology

Collaborative R&D activities involving SMEs has wide coverage. It applies to various activities ranging from information exchange to new products development. This review article is based on dependable and reputed publications. It mainly covers aspects like SMEs characteristics, scope of virtual R&D teams and their relationship in new product development (NPD). The articles are...
We report the relevant result of an online survey study.

Abstract—In this paper, we present our more than two years research experiences on virtual R&D teams in small and medium-sized enterprises (SMEs) and draws conclusions, giving special attention to the structure of virtual teams required to support education-industry collaboration. We report the relevant result of an online survey study. The online questionnaire was emailed by using the simple random sampling method to 947 manufacturing SMEs. The findings of this study show that SMEs in Malaysia and Iran are willing to use virtual teams for collaboration and the platform for industry-education collaboration is ready and distance between team members or differences in time zones, are not barriers to industry-education collaborations.
The number of small and medium enterprises (SMEs), especially those involved with research and development (R&D) programs and employed virtual teams to create the greatest competitive advantage from limited labor are increasing. Global and localized virtual R&D teams are believed to have high potential for the growth of SMEs. Due to the fast-growing complexity of new products coupled with new emerging opportunities of virtual teams, a collaborative approach is believed to be the future trend. **This research explores the effectiveness of virtuality in SMEs’ virtual R&D teams.**

Online questionnaires were emailed to Malaysian manufacturing SMEs and 74 usable questionnaires were received, representing a 20.8 percent return rate. In order to avoid biases which may result from pre-suggested answers, a series of open-ended questions were retrieved from the experts. This study was focused on analyzing an open-ended question, whereby four main themes were extracted from the experts’ recommendations regarding the effectiveness of virtual teams for the growth and performance of SMEs. The findings of this study would be useful to product design managers of SMEs in order to realize the key advantages and significance of virtual R&D teams during the new product development (NPD) process. This in turn, leads to increased effectiveness in new product development’s procedure.
Desktop search
dtSearch
Windows Search
stances and offers related research propositions. The paper also discusses the role of the Internet in new product performance. Finally, the paper concludes with managerial and research implications.

1. New product development process and the role of the Internet

Past research has consistently shown that a high-quality new product development process is one of the most critical success factors in new product development [8,10–12]. As a result, it has offered numerous processes that firms can use when developing their new products. Cooper [13] defines a new product development process as a formal blueprint, roadmap, template or thought process for driving a new product project from the idea to market launch and beyond. The process involves predetermined set of stages and each stage consists of a set of prescribed, cross-functional and parallel activities. Each stage is preceded by a gate, controlling the flow of the process and providing a decision checkpoint in the process. Because of the stages and the with the first and second-generation processes, the third-generation process emphasizes efficiency and effectiveness in the new product development process through four fundamental areas. First, it is fluid, which means that there are overlaps in stages for greater speed. Second, it involves fuzzy gates, reducing the rigidity of criteria used in the gates and allowing conditional or situational considerations of the activities. Third, it is more focused in terms of prioritizing projects. Finally, it is flexible, suggesting that each new product is unique and has its own unique development process [13].

There are also compelling issues that indicate that new product development process may not be uniform across firms and products. Takeuchi and Nanoka [14] argue that today’s rapidly changing and competitive market conditions require firms to adopt a flexible and fast new product development process and that a holistic “rugby” style new product development might be needed to respond to the conditions. With this approach, new product teams move through all phases of the development together, passing the ball back and forth as they develop new products. Based on a case study, the authors concluded that it is possible to
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• only hand in your own and original work.
• indicate precisely and accurately when you have used information provided by someone else, i.e. referencing must be done in accordance with a recognised system.
• indicate whether you have downloaded information from the Internet.
• never use someone else’s electronic storage media, artwork, pictures or graphics as if it were your own.
• never copy directly without crediting the source
• do not translate without crediting the source
• do not paraphrase someone else’s work without crediting the source
• do not piece together sections of the work of others into a new whole
• do not resubmit your own or other’s previously graded work
• do not commit collusion (unauthorised collaboration, presenting work as one’s own independent work, when it has been produced in whole or in part in collusion with other people)
• ghost-writing – you should not make use of ghost writers or professional agencies in the production of your work or submit material which has been written on your behalf
Dear Dr ......................,

Thanks for your effective work. We also finish the Cross Checking work here. We found four papers (your Nos. 1, 2, 3 and 4) could not arrive our standards, e.g. the similarity rate is very high, which means these papers have duplicated or salami-slicing, self-plagiarism problem. We can't accept these. When you see the attached reports, you will understand us here.

................................

.................

Thanks.

Best wishes,

??????
We use plagiarism Detection
Check **plagiarism** first

- **Example 1** (Text with references)
- **Example 2** (Text without references)
- **Example 3** (Text with references-Checked with Turnitin)
Reference Management
Problem statement...

Your topic:

- article
- book
- conference paper

Your paper
citations
reference list/bibliography

- Lots of typing
- Lost references
- Mistakes

Source: Managing References: Mendeley By: HINARI Access to Research in Health

The Effective Use of Research Tools and Resources ©2013 By: Nader Ale Ebrahim
Use a reference management tool!

EndNoteWeb
Mendeley
Etc.

Your article
citations
reference list/bibliography

article
book
conference paper

Source: Managing References: Mendeley By: HINARI Access to Research in Health

The Effective Use of Research Tools and Resources ©2013 By: Nader Ale Ebrahim
• *EndNote* is an almost indispensible tool for the serious researcher. And best of all, its free to all UM postgraduates!
Why use *EndNote*?

- *EndNote* allows you to create your own reference library. This library can be used to store the bibliographical details relating to the articles and books that you use. When it comes time to write your thesis, you can employ the library to insert references into your text and produce your bibliography. *EndNote* will save you hundreds of hours over the course of your research.
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<td>Journal of Information Technology</td>
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</table>
Small and medium enterprises (SMEs) are the driving engine behind economic growth [1].

References

Export to EndNote
ScienceDirect (Elsevier) allows you to check your desired citations, then click on the "Export Citations" link…
… then you select which pieces of information you really want in your EndNote database, using the radio buttons, then click on the “Export” button to bring up the dialog box we have seen before to transfer the temporary file into EndNote.
Targeting suitable journals
Why target a suitable journal is important?

1. Journal selection is vital for quick publication.

2. Finding a suitable journal can lead to easy publication; more citation and visibility to your published article.

3. Choosing an irrelevant journal can lead to slow publication, unkind reviewer comments and finally rejection.
Where should I submit my publication?
The Institute for Scientific Information (ISI)

- The Institute for Scientific Information (ISI) was founded by Eugene Garfield in 1960. It was acquired by Thomson Scientific & Healthcare in 1992, became known as Thomson ISI and now is part of the Healthcare & Science business of the multi-billion dollar Thomson Reuters Corporation.

- ISI offered bibliographic database services. Its speciality: citation indexing and analysis, a field pioneered by Garfield. It maintains citation databases covering thousands of academic journals, including a continuation of its long time print-based indexing service the Science Citation Index (SCI), as well as the Social Sciences Citation Index (SSCI), and the Arts and Humanities Citation Index (AHCI). All of these are available via ISI's Web of Knowledge database service.
Eugene Garfield, Ph.D.

Founder & Chairman Emeritus
Institute for Scientific Information (ISI)

For more Info
The Institute for Scientific Information (ISI)

- The ISI also publishes annual Journal Citation Reports which list an impact factor for each of the journals that it tracks. Within the scientific community, journal impact factors play a large but controversial role in determining the kudos attached to a scientist's published research record.

A FAST AND EFFICIENT SEARCH FOR A BETTER DISCOVERY EXPERIENCE
Thomson Reuters (formerly ISI) Web of Knowledge is today's premier research platform for information in the sciences, social sciences, arts, and humanities.
In recent years, we have witnessed an explosion in the production and availability of scholarly research results. This growth is reflected in the gradual expansion of journal coverage in the Web of Science.

Journal coverage in Web of Science consists of three major indexes, namely the (Science Citation Index Expanded, the Social Sciences Citation Index, and the Arts & Humanities Citation Index. In addition, the Conference Proceedings Citation Index (formerly ISI Proceedings) became an edition of Web of Science in October 2008.

In 2000 journal coverage in Web of Science totaled 8,684 titles. In 2005, Web of Science covered 9,467 journals, an increase of 9%. As of April 1, 2010 11,519 journals are covered in Web of Science, an increase of 22%.
The most commonly used measure of journal quality is Impact Factor. This is a number which attempts to measure the impact of a journal in terms of its influence on the academic community. Impact Factors are published by Thomson-ISI.
Relative impact factors are often a better guide to the importance of a journal than raw numbers. JCR allows you to compare the impact factors of different journals in the same subject area.

The *Economic History Review* has an impact factor of 1.051. At first glance, it would appear that this journal is relatively unimportant. In fact, it is arguably the premier English-language journal in its field (its major competitor, the *Journal of Economic History Review*, has an even lower impact factor: a mere 0.529!). Far more illuminating is the journal's relatively high impact factor compared to other journals in the history of the social sciences. *Economic History Review* ranks first out of 15 journals in the Thomson-ISI's list of journals in this sub-discipline.
Impact Factor Trend Graph: INTERNATIONAL JOURNAL OF PRODUCTION RESEARCH

2008 Impact Factor
Cites in 2008 to articles published in: 2007 = 144 Number of articles published in: 2007 = 278
2006 = 260
2005 = 251
Sum: 424
Calculation: Cites to recent articles 424 / Number of recent articles 548
= 0.774

2007 Impact Factor
Cites in 2007 to articles published in: 2006 = 88 Number of articles published in: 2006 = 270
2005 = 251
2004 = 260
Sum: 521
Calculation: Cites to recent articles 521 / Number of recent articles 548
= 0.960

The journal impact factor is a measure of the frequency with which the "average article" in a journal has been cited in a particular year. The impact factor will help you evaluate a journal's relative importance, especially when you compare it to others in the same field. For more bibliometric data and information on this and other journal titles, click on the "Return to Journal" button.

NOTE: Title changes and coverage changes may result in no impact factor for one or more years in the above graph.
Number of references

Journal Source Data *(JOURNAL OF THE OPERATIONAL RESEARCH SOCIETY - IF= 1009)*

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The Source Data Table shows the number of citable items in the JCR year. Citable items are further divided into articles (that is, research articles) and reviews.

An item is classified as a review if it meets any of the following criteria:
- it cites more than 100 references
- it appears in a review publication or a review section of a journal
- the word review or overview appears in its title
- the abstract states that it is a review or survey

Other items include editorials, letters, news items, and meeting abstracts. These items are not counted in JCR calculations because they are not generally cited. Data in this column are available only in JCR 2003 and subsequent years.

The table also shows the number of references cited by the articles and reviews in the JCR year. The ratio of references to citable items indicates the average number of references cited by an article or review.
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The Effective Use of Research Tools and Resources ©2013 By: Nader Ale Ebrahim
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Getting published
Getting published

Why publish?
Apart from the final thesis, you should also consider publishing your work as you go along. There are various reasons for this:

– publications assist in final preparation of your thesis disseminating your knowledge and experience,
– it gives you an academic profile and raises the profile of your institution,
– research publications generate income for the University,
– publications enhance your CV and may help in gaining employment, and
– you may even become rich and famous - but don't count on it!
Paper Structure

• Title
• Affiliation
• Abstract
• Keywords
• Nomenclatures
• Introduction
• Materials and methods
• Results and Discussions
• Conclusions
• References
Abstract should **not exceed 300 words** (without reference).

**Abstract must include following sections:**

**Problem Statement:** This section should include answers of the questions:
- Why was research needed?.
- What was the context of the work?.
- Introduce the problem or provide background for what you will address.

**Approach:**
- What did you do and how did you go about solving or making progress on the problem.
- Describe the method of research, study, or analysis applied to the problem.

**Results:**
- What results did you get?
- State what you found and relate it to the problem.
- Summarize the major results in numbers, avoid vague, hand waving results such as “very small” or “significant”.

**Conclusions/Recommendations:**
- What are the implications of your answer?
- State the relevance, implications, or significance of the results or conclusions, to the business.
- Significance of work is often implied by the recommendations or implications for future work.
Type of journal paper

- Full-Length Paper
- Communication (results of complete small investigations or giving details of new models or hypotheses, innovative methods, techniques or apparatus)
- Technical note/Note (discussion related to a paper previously published)
- Data bank
- Viewpoint (concise, to the point, and bring novel new insights on a specific problem)
- Review
- Letter

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Choose a category for the paper

- **Research paper.** This category covers papers which report on any type of research undertaken by the author(s). The research may involve the construction or testing of a model or framework, action research, testing of data, market research or surveys, empirical, scientific or clinical research.

- **Viewpoint.** Any paper, where content is dependent on the author's opinion and interpretation, should be included in this category; this also includes journalistic pieces.

- **Technical paper.** Describes and evaluates technical products, processes or services. **Conceptual paper.** These papers will not be based on research but will develop hypotheses. The papers are likely to be discursive and will cover philosophical discussions and comparative studies of others' work and thinking.

- **Case study.** Case studies describe actual interventions or experiences within organizations. They may well be subjective and will not generally report on research. A description of a legal case or a hypothetical case study used as a teaching exercise would also fit into this category.

- **Literature review.** It is expected that all types of paper cite any relevant literature so this category should only be used if the main purpose of the paper is to annotate and/or critique the literature in a particular subject area. It may be a selective bibliography providing advice on information sources or it may be comprehensive in that the paper's aim is to cover the main contributors to the development of a topic and explore their different views.

- **General review.** This category covers those papers which provide an overview or historical examination of some concept, technique or phenomenon. The papers are likely to be more descriptive or instructional ("how to" papers) than discursive

Source: [http://www.emeraldinsight.com/authors/guides/write/abstracts.htm?part=1#2](http://www.emeraldinsight.com/authors/guides/write/abstracts.htm?part=1#2)
Paper submission
Is the title of the paper well described clearly and shortly?

Is the abstract addressed the summary of the manuscript?

Are the keywords selected wisely?

Is the content of the paper treated original and innovating?

Is the methodology well discussed (clear and accurate)?

Are the paper structure and all figures well designed?

Are all tables and figures in the paper useful and commented in the text?
Are the parameters, legends and units well described in the figures and its axis?

Is the nomenclature in the paper well described in the equations and the text?

Is the introduction of the paper dealt the relevant topics?

Are the experimental apparatus and procedure clearly described?

Are the conclusions supported by derived results of this work?

Are the references used latest and appropriate?

Is the standard language used?
Cover letter

• Research background,
• Innovation and significance of the research,
• Latest publications
• Relationship to prior publication
Acceptance Procedure
Acceptance Procedure

- **Editor-in-Chief** tests the manuscript according to the several criteria of subject scope, style, apparent technical validity, topical importance, relationship to prior publication, conciseness, appropriate references, and length. Papers that vary widely from the prescribed archival style (those written as speeches, ill-defined manuscripts, progress reports or news releases, or those strongly flavoured with advertising) will not be considered for publication.

- **Associate Editor (Editor)** evaluates the paper according to the same criteria and, in most cases, has the paper sent to one or more reviewers in the field (usually two) for confidential review. The Associate Editor may, however, at his or her discretion, accept the paper without review, reject it giving explicit reason, or request that the author prepare it in a different format.
The reviewing process

Each paper is reviewed by the editor and, if it is judged suitable for the publication, it is then sent to two referees for double blind peer review. Based on their recommendations, the Editor then decides whether the paper should be accepted as is, revised or rejected. The Editor may, however, vary this process in some circumstances.

Copyright

Articles submitted to the journal should not have been published before in their current or substantially similar form, or be under consideration for publication with another journal. Please see Emerald's originality guidelines for details. Use this in conjunction with the points below about references, before submission i.e. always attribute clearly using either indented text or quote marks as well as making use of the preferred Harvard style of formatting. Authors submitting articles for publication warrant that the work is not an infringement of any existing copyright and will indemnify the publisher against any breach of such warranty. For ease of dissemination and to ensure proper policing of use, papers and contributions become the legal copyright of the publisher unless otherwise agreed.

The editor may make use of iThenticate software for checking the originality of submissions received. Please see our press release for further details.
The similarity score indicates how similar this paper is to other papers, with values ranging from 0 (no similarities) to 100 (completely the same). High scores, e.g., above 30, may indicate that parts of the paper have been copied from elsewhere.
Compatibility with the journal topics
Scientific level
The clear answers to the questions:
- What is the problem?
- What is done by other people?
- What the author did?
- What is new?
- What is the author contribution?

Organization of the paper:
- problem statements,
- application area,
- research course,
- methods used,
- results,
- further research,
- interest in cooperation,
- acknowledgements,
- references

Language:
- spelling,
- style,
- grammar
Acceptance Procedure Con.

• **Author** - If the paper has been rejected or if extensive revisions have been requested that the author believes are incorrect or unwarranted, then he or she is entitled to submit a point-by-point rebuttal to the Editor’s statement of reasons and the reviewers’ comments.

• **Editors** - The rebuttal then is analyzed by the Editors, and a decision is made. In rare cases of a complex point of dispute, the Editors, at their discretion, may mandate additional reviews. In no case shall a paper go through more than two reviewing cycles before a decision is given.

• **Editor-in-Chief** - If the dispute still remains unresolved,

then the decision of the Editor-in-Chief is final and overrides all other considerations.
• Rebuttal by Author (for rejected paper) - In the confrontation between the rejection statement and the rebuttal statement, the decision goes in favour of the author if the dissenting reviewer’s case is not clearly convincing.

• Authors who are requested by Editors to revise their papers must make an effort to accomplish the requested revisions in the stated period, which normally is four weeks for major revisions, two weeks for minor revisions. If the author does not respond to the subsequent inquiries, the paper will be regarded as withdrawn. Normally, an author who has good reason to request a time extension will be granted such an extension.
• **Reviewer** who feels strongly that a particular paper should not be published may be given the opportunity, if the Editor decides nevertheless to accept it, to write the criticism as a **Technical Comment**. The author then is allowed to write a closing response for publication in the same issue as the Comment.

• **Formal acceptance** will not occur until the author has complied with all of the revision requests (if any) made by the Associate Editor or the Associate Editor has accepted the author’s rebuttal, and the author has prepared the paper in the Journal Manuscript Style and Format.
• When a paper is formally accepted, it will be scheduled for publication in a forthcoming issue, and the author will be so informed. Depending upon the number of papers awaiting publication and the projected size of issues, this may require that papers be scheduled several issues ahead. Editor-in-Chief also may designate certain special-category papers for immediate publication.

• Page proofs will be made available to authors for correction and release prior to scheduled publication. Authors should inform the Journal department of any anticipated change of postal or e-mail address between acceptance and page proof time. Authors are expected to read and release their proofs in seven days or less.
Acceptance Procedure Con.

- **Overscheduled** - To allow for late or non-release of proofs by authors and to provide the flexibility to meet issue-length and topic-mix constraints, issues will be overscheduled by about 25%. Thus, there will always be a certain number of papers held over for the next issue. Papers not published in the issue for which they were originally scheduled will have first priority for publication in the following issue.
The proofreading stage is intended to catch any errors in the galley's spelling, grammar, and formatting. More **substantial changes** cannot be made at this stage, unless discussed with the Section Editor. In Layout, click on VIEW PROOF to see the HTML, PDF and other available file formats used in publishing this item.

**For Spelling and Grammar Errors**

Copy the problem word or groups of words and paste them into the Proofreading Corrections box with "CHANGE-TO" instructions to the editor as follows...

1. CHANGE... then the others TO... than the others
2. CHANGE... Malinowsky TO... Malinowski

**For Formatting Errors**

Describe the location and nature of the problem in the Proofreading Corrections box after typing in the title "FORMATTING" as follows...

3. FORMATTING The numbers in Table 3 are not aligned in the third column.
4. FORMATTING The paragraph that begins "This last topic..." is not indented.
Referee’s Report Form

- Example 1
- Example 2
Please kindly complete the following form and submit. Referee report received after ten days from the date shown above will not affect the decision of acceptance or rejection of the article. An average rating of 6 is required for the acceptance of the article.

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7. **Review Comments**
Reviewer Guidelines

1. A general rule is "Don't spend more time reviewing the submission than the author spent writing it." If you find that a submission has so many problems that it would require a complete rewrite to save it, make a reasonable number of comments and reject the submission.

2. If you review a submission that is excessively similar to previously published submissions (or you have reason to believe that the submission has previously been published), please note this to Editor.

3. Editorial comments are helpful to authors. However, readability is a factor in a good submission. If the use of language is so poor that it makes reading difficult, please note this in your comments and reflect it in your ranking.
Reviewer comments

- **Reviewer’s Evaluation Report (Reject)**
  - **Reject** - does not comply with the aims and scope
  - **Reject with helpful comments** - 1
  - **Reject with helpful comments** - 2
  - **Reject with helpful comments** - 3
- Requires Major Revision
- **Moderate Revision**
Some suggestions
The manuscript needs a substantial improvement
Acceptable for publication
Not acceptable for publication
Cannot accept your manuscript
Major correction— References (not already cited in the paper)
Manuscript is not suitable!

Dear ...........
This manuscript is not suitable for the Advanced Science Letters. Please submit to other journal.
Best regards,
H. S. Nalwa
Katsuhiko Ariga

Dear ........,
I regret to inform you that I cannot accept your paper for publication in Management Science. My decision is based on lack of fit. In particular, your work is not well-tied to the Management Science literature and research style.
I wish you good luck in pursuing another journal for publishing your work.
Best regards,
Yossi Aviv
Revised version

• **Step by step corrections** (with minor modification)

• **Compare the old and the new version of paper** (with major modification)

• **Response to the editorial issues**
Enhancing visibility and impact of research
### Program maintenance
- Check for updates

### Help resources
- Help contents
- What's new
- Version information
- Publish or Perish home page
- Publish or Perish FAQ
- The Publish or Perish Book

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**Results**

- **Papers:** 46
- **Cites/paper:** 6.57
- **h-index:** 8
- **AWCR:** 24.07
- **Citations:** 302
- **Cites/author:** 170.70
- **g-index:** 17
- **AW-index:** 4.91
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- Submit the manuscript to a digital subject repository.
- Submit the manuscript to an institutional repository.
- Set up a web site devoted to the research project and post manuscripts of publications and conference abstracts.
- Take advantage of SEO (search engine optimization).
- Present preliminary research findings at a meeting or conference.
- Follow up preliminary research findings presented at a meeting or conference with a published manuscript.
- Consider submitting the same article to a journal in a different language as a “secondary publication.”
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- Contribute to Wikipedia.
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Source: Washington University School of Medicine, St. Louis Missouri
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6. Join academic social networking sites
7. Join LinkedIn
8. Deposit papers in repositories

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• When writing a paper, use the introduction to provide a motivating context. So it grabs the interest of the reader.

• When writing a paper the goal is for you to communicate ideas in the clearest way. The more people that can understand your paper, the more it will be cited.

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Citation Competition

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"Virtual Teams will become as important as Web to companies" (Nader Ale Ebrahim)

Small and medium sized enterprises (SMEs) have a significant contribution to industrial economies. Their sustained growth is a prominent issue for the economy and employment of any country. Towards that end, research and development (R&D) policy dimension deserves particular attention to promote and facilitate the operations of SMEs. Virtual R&D teams could be a viable option. However, literature shows that virtual R&D teams are still at its infancy. This article provides a comprehensive literature review on different aspects of virtual R&D teams collected from the reputed publications. The purpose of the state-of-the-art literature review is to provide an overview on the structure and dynamics of R&D collaboration in SMEs. Specifying the rationale and relevance of virtual teams, the relationship between virtual R&D team for SMEs and new product development (NPD) has been examined. It concludes with the identification of the gaps and focihness in the existing literature and calls for future research in this area. It is argued that the formation of virtual R&D team deserves consideration at top level management for venturing into the new product development in SMEs.
Thank you!

Nader Ale Ebrahim, PhD.

Technology Management Consultant
"Research Tools" Advisor

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