Mapping the field of arts-based management: Bibliographic coupling and co-citation analyses

Fernando A.F. Ferreira

**ARTICLE INFO**

**Keywords:**
- Arts-based management
- Bibliometric analysis
- Mapping
- Scientific journals
- VOSviewer

**ABSTRACT**

The literature in the field of arts-based management acknowledges that the combination of formal and informal dimensions that artists see can provide valuable insights for modern entrepreneurs and business managers. Due to the progress achieved to date, this study aims to map the field of arts-based management based on a systematic review of 137 scientific articles published in refereed scientific journals from 1973 through 2015. Specifically, based on two different citation analysis methods – bibliographic coupling and co-citation –, the results allow for the identification of some of the most active and influential articles, journals and authors in the field, revealing rankings, collaboration networks and clusters of contributions to the literature. This type of analysis is important to enhance our understanding of the intellectual structure of the field, and can be used to support the identification of new lines for future research.

1. Introduction

Creativity, imagination, innovation, inspiration, emotion, stimulation, reflection, energy, vision, passion, challenge, culture, being open to novelty... all these terms are common expressions in the field of the arts. And, as Adler (2006), Antal and Strauß (2013), and Schiuma (2011) point out, modern entrepreneurs and business leaders too have recently discovered the potential of artistic thinking to improve their management skills at the individual, group and organizational level. Indeed, while the 21st-century manager might be armed with digital devices rather than a painting palette or a musical instrument, the combination of formal and informal dimensions that artists see can provide valuable insights for modern entrepreneurs and business managers (Anderson, Kupp, & Reckhenrich, 2009; Antal & Strauß, 2013; Breznitz & Noonan, 2014; Klerk, 2015).

Because creativity and innovation are processes aimed at changing perceptions of reality, artistic thinking and arts-based management call for ever greater creativity and for more effective strategic planning, communication and foresight (Austin & Devin, 2010; Brabandere & Iny, 2010; Cummings & Angwin, 2011). In this respect, the power of artistic thinking in organizations relies, precisely, on “interspaces” (i.e., spaces of possibility), where “participants experience new ways of seeing, thinking, and doing things that add value for them [personally and collectively]” (Antal & Strauß, 2013, p. 3).

In light of the increasing interest it has been garnering, this promising field of research (i.e., arts-based management) has required its content to be reviewed. Although literature reviews of the area exist, with somehow different emphases (e.g., Antal & Strauß, 2013), no prior evidence of a systematic literature review using bibliometric tools in the field has been found. This seems to be particularly important, however, if one takes into account the network of informal communication links that typically exists among the most influential researchers in the scientific structure of a research field (cf. Ferreira et al., 2016). In this sense, this study aims to map the field of arts-based management, providing data on its level of activity and allowing influential authors, journals and articles to be revealed. The results can then provide researchers with a solid basis for positioning current contributions and detecting new lines for future research. In fact, mapping the literature allows key research areas in the field to be identified, as well as those already working within them. This is of great interest for both new and existing researchers in the field, in terms of knowing how to direct their work. From a managerial point of view, it systematizes the research in the field, allowing managers to more easily access this knowledge and how to translate it into practice within their firms.

Based on a systematic review of 137 scientific articles, a categorized bibliometric analysis for the period from 1973 through 2015 is

---

The author is grateful to Professor Marjan Jalali, ISCTE Business School, University Institute of Lisbon, Portugal, and Professor Gyula Fülöp, University of Miskolc, Hungary, for their careful reading and improvement suggestions on revising this manuscript. Please send correspondence to: Fernando A.F. Ferreira, ISCTE Business School, University Institute of Lisbon, Avenida das Forças Armadas, 1649-026 Lisbon, Portugal, Tel. (00351) 217903437 (fernando.alberto.ferreira@iscte.pt); or Fogelman College of Business and Economics, University of Memphis, Memphis, TN 38152-3120, USA.

E-mail address: fernando.ferreira@memphis.edu.

http://dx.doi.org/10.1016/j.jbusres.2017.03.026

Received 14 September 2015; Received in revised form 31 October 2016; Accepted 21 March 2017

0148-2963/ © 2017 Elsevier Inc. All rights reserved.
presented. This bibliometric analysis is grounded on two different citation analysis methods, namely: bibliographic coupling and co-citation.

The remainder of the paper is structured as follows. The next section presents a brief overview of the field of arts-based management. The following section presents the methodological procedures followed and maps the field by presenting the results of the bibliographic coupling and co-citation analyses. The last section concludes the study, presenting final remarks and suggesting avenues for future research.

2. Arts-based management: a brief overview

Within the context of unpredictability, volatility and dynamism brought by the current economic climate, it has been argued that the arts can be a powerful agent of personal, institutional, and community change (cf. Broeck, Cools, & Maenhout, 2008; Crainer, 2008; Darsø, 2004; Harris, 1999; Jacobson, 1996; Kamoch e Pina e Cunha, 2001). Although the definition of “the arts” has been the subject of a long-standing debate among experts – the general connotation of the term represents “a special kind of quest for excellence” (Lee, Chen, & Wang, 2014, p. 3) – the ability of the arts to potentially influence business performance has been significantly reported in the literature (cf. Gahan, Minahan, & Glow, 2007; Meiseik & Barry, 2014; Nissley, 2010; Reckhenrich, Anderson, & Markides, 2008). Clearly, as Chia (1996), and Schiuma (2011) reinforce, this possibility exists because the recourse to the arts can provide new avenues for exploring relational patterns and frames of understanding the present-day business environment. Indeed, as pointed out by Nissley (2010), “the arts offer a means for us to make sense of the growing complexity that managers and leaders are confronted with” (p. 11).

For the last 30 years or so, several organizations, such as Benetton, have aimed to link the arts and business to improve both society and management – 2014, p. 3). Because debate on the strengths and limitations of arts-based management has grown. While debate on the strengths and limitations of arts-based management has proven value (for further discussion, see Kuran, 2013; Mitra, 2013), the ability of the arts to potentially influence business performance has been significantly reported in the literature (cf. Gahan, Minahan, & Glow, 2007; Meiseik & Barry, 2014; Nissley, 2010; Reckhenrich, Anderson, & Markides, 2008). Clearly, as Chia (1996), and Schiuma (2011) reinforce, this possibility exists because the recourse to the arts can provide new avenues for exploring relational patterns and frames of understanding the present-day business environment. Indeed, as pointed out by Nissley (2010), “the arts offer a means for us to make sense of the growing complexity that managers and leaders are confronted with” (p. 11).

For the last 30 years or so, several organizations, such as Benetton, have aimed to link the arts and business to improve both society and management – 2014, p. 3). Because debate on the strengths and limitations of arts-based management has proven value (for further discussion, see Kuran, 2013; Mitra, 2013), the ability of the arts to potentially influence business performance has been significantly reported in the literature (cf. Gahan, Minahan, & Glow, 2007; Meiseik & Barry, 2014; Nissley, 2010; Reckhenrich, Anderson, & Markides, 2008). Clearly, as Chia (1996), and Schiuma (2011) reinforce, this possibility exists because the recourse to the arts can provide new avenues for exploring relational patterns and frames of understanding the present-day business environment. Indeed, as pointed out by Nissley (2010), “the arts offer a means for us to make sense of the growing complexity that managers and leaders are confronted with” (p. 11).

3. Bibliometric analysis of the literature

3.1. Methodology and selection of articles

Bibliometric analyses are important because they allow influential authors to be identified and their interrelations to be revealed, which in turn provides researchers with a solid basis for positioning current contributions and detecting new lines for future research. Because this type of analysis involves the statistical treatment of scientific publications and respective citations, it provides data on the level of activity in a certain research field, allowing the outcomes to be used to evaluate the research performance of researchers, journals, countries and institutions (cf. Ferreira et al., 2016; Merigó, Mas-Tur, Roig-Tierno, & Ribeiro-Soriano, 2015).

In conducting a bibliometric analysis, two different citation analysis methods are often used to outline the publications in a certain field of research in detail, namely: (1) bibliographic coupling, which takes place when two articles reference a common third article in their bibliographies, indicating that a probability exists that the two articles treat a related subject matter – the “coupling strength” of two given articles is higher the more citations to other articles they share (cf. Kessler, 1963; Martyn, 1964) – and (2) co-citation, which occurs when two articles are both independently cited by one or more articles (Small, 1973). Fig. 1 differentiates both methods.

Because bibliographic coupling has been criticized for being retrospective in nature (i.e., the information used to establish the similarity relationship between articles is lagged and static); and because two articles may reference a completely unrelated subject matter in the third (cf. Garfield, 2001), the co-citation method has been pointed as a better indicator of subject similarity (cf. Small, 1973). It is worth noting, however, that because one of the methods is “retrospective” and the other is “forward looking”, both methods complement each other. For this reason, both types of analysis (i.e., upstream and downstream analyses) are performed in this study.

The data was obtained through the Scopus database, which contains information about thousands of scholarly publications, including authorship, affiliation and citations. It is noteworthy that other databases, such as Thomson Reuters – widely known as ISI Web of Knowledge –, had been considered. However, Scopus is the database that, in the particular field of arts-based management, covers more indexed publications.

The sample used in this study is limited to articles published (including those in forthcoming status) in international journals. To guarantee the homogeneity of the sample, books, conference proceedings and reports were not considered in the analysis. The search terms used were “arts” and “business”, and the selected articles were exclusively those allocated to the category of “business, management and accounting”, without the use of any chronological filter. The initial search resulted in 824 publications. Of these, 687 were excluded from the analysis either because they were out of the scope of the present study (for instance, state-of-the-“art” reviews on other research fields) or simply because they address other research topics not (directly) related to arts-based management (such as history of “art” and religion). After this content/filter analysis, the search performed resulted in 137 scientific articles with publication dates between 1973 (2 articles) and 2015 (5 articles). Fig. 2 shows the number of articles on arts-based
دریافت فوری متن کامل مقاله

امکان دانلود نسخه تمام متن مقالات انگلیسی
امکان دانلود نسخه ترجمه شده مقالات
پذیرش سفارش ترجمه تخصصی
امکان جستجو در آرشیو جامعی از صدها موضوع و هزاران مقاله
امکان دانلود رایگان ۲ صفحه اول هر مقاله
امکان پرداخت اینترنتی با کلیه کارت های عضو شتاب
دانلود فوری مقاله پس از پرداخت آنلاین
پشتیبانی کامل خرید با بهره مندی از سیستم هوشمند رهگیری سفارشات