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## Utilisation and Development of Systematic Reviews in Management Research: What Do We Know and Where Do We Go from Here?

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Abstract:	<p>Several years since the introduction of systematic review in management research, our paper takes stock of how the methodology has been used thus far to elicit potential areas for improvement and a future best practice agenda. It was our focus to investigate how synthesis methods have been approached and how implications are spelled out for future research, practice and, where relevant, policy. To address this, we conducted a systematic review of systematic reviews published in management research since the early 2000s (N = 391). We found that whilst scholars adopted similar methodological steps, there was variability in focus, with more attention paid to explaining the SRm protocol and search strategy utilised, than on detailed analysis and synthesis of the included studies' findings. These aspects should be addressed more explicitly from the outset as an integral aspect of an SR protocol to support more refined application of relevant synthesis methods to develop the field. We conclude with a guide for 'best practice' including recommendations and published examples where available and an agenda for future refinement.</p>

## Utilisation and Development of Systematic Reviews in Management

### Research: What Do We Know and Where Do We Go from Here?

#### Abstract

Several years since the introduction of systematic review in management research, our paper takes stock of how the methodology has been used thus far to elicit potential areas for improvement and a future best practice agenda. It was our focus to investigate how synthesis methods have been approached and how implications are spelled out for future research, practice and, where relevant, policy. To address this, we conducted a systematic review of systematic reviews published in management research since the early 2000s ( $N = 391$ ). We found that whilst scholars adopted similar methodological steps, there was variability in focus, with more attention paid to explaining the SRm protocol and search strategy utilised, than on detailed analysis and synthesis of the included studies' findings. These aspects should be addressed more explicitly from the outset as an integral aspect of an SR protocol to support more refined application of relevant synthesis methods to develop the field. We conclude with a guide for 'best practice' including [recommendations and published examples](#) where available and an agenda for future refinement.

**Keywords:** systematic review; management research; methodology; literature review; guide

### **Systematic Review Methodology: A Brief Overview**

Systematic review methodology (SRm) articulates a replicable approach for collecting, analysing and synthesising literature with clear audit trails about what is and what is not known regarding a research question or set of questions (Denyer and Tranfield, 2009, p. 671). Well established across medicine, healthcare, education and social policy, a systematic review (SR) is a habitual first step before collecting primary data due to a commitment to evidence-based practice. The methodology is often carried out by practitioners (Singh, 2017), such as medical consultants, or by decision-maker-researcher partnerships (e.g., Haynes and Wilczynski, 2010; Roshanov et al., 2010). SRs continue to undergo extensive methodological developments in these disciplines which are promoted by evidence collections or 'warehouses'. For instance, the Cochrane Library, which publishes a wide range of SRs relevant to health, promotes using the PICO approach (population, intervention, comparison, outcomes; see Singh, 2017 for further discussion; also Cochrane Handbook 2019). The Campbell Collaboration, which encompasses a range of topics including crime and justice and now produces a journal dedicated to SRs (*Journal of Systematic Reviews*), and the EPPI-Centre (Evidence for Policy and Practice Information Centre) also promote SRs for evidence-based policy-making and social interventions, providing a range of resources including specialised software, as well as publications to guide practitioners and researcher alike (e.g., Gough et al., 2017). There have also been other pragmatic developments to further enhance transparency and objectivity in research in general, such as the pre-registration of protocols (e.g., Center for Open Science), analogous to developments to pre-register experimental studies to safeguard against researchers changing research questions 'post hoc' to better fit with unexpected findings and promote the value of replication.

In comparison, discipline-specific methodological developments for SRs in management research appear less well established given that SRs were applied in this domain

from the early 2000s (e.g., Greenhalgh et al., 2004; Levy and Williams, 2004), the first published by Pittaway et al. (2004) in *International Journal of Management Reviews*. Since then, the use of SRm by scholars has increased across diverse topics such as total quality management (Aquilani et al., 2017), corporate social responsibility (Dienes et al., 2016), the 'always on culture' (Schlachter et al., 2018) and workforce diversity (Sourouklis and Tsagdis, 2013), amongst others.

SRs are a purported cornerstone of evidence-based management to 'assemble, analyze and interpret' (Rousseau et al., 2008 p. 477) available knowledge to improve both scholarly knowledge and management practice through a comprehensive review of available, relevant academic and practitioner knowledge (Sahoo et al., 2010; Vishanth et al., 2009). SRm's rigorous protocols address potential researcher bias common in traditional literature reviews to (a) justify the lenses through which the researcher is making an argument (Adams et al., 2016a; Briner and Rousseau, 2011) and (b) provide understanding of the existing body of knowledge before deciding on future primary research (see Tranfield et al. 2003; Rojon et al. 2011; Adams et al. 2016a).

Yet, not all management researchers have greeted SRm with enthusiasm. Cassell (2011) argues that all evidence is inherently subjective and impacted by politics, values and interests and laments the inconclusiveness of findings from SRs, calling for greater methodological diversity. Burke (2011) criticises SRm for potentially discarding relevant data, although he agrees that 'more focused and tailored reviews of evidence' will contribute to evidence-based practice (p. 38). Despite the efforts of the Centre for Evidence-Based Management (CEBMA) to increase awareness and use of SRm, some management researchers are deterred from SRm because of the time-consuming, labour-intensive and process-driven process (Bimrose et al., 2005; Nolan and Garavan, 2015). Yet, some academic programmes, for instance UK based MSc and doctoral level programmes, include the execution of SRs as part of the educational

process. Further, given that management research is an applied field, we know little about the extent to which SRm guides relevant activities by spelling out and providing a framework for implications for practice. The inclusion of 'grey' literature, that is relevant works published in non-academic outlets and thus typically not subjected to traditional academic peer-review processes, may contribute to making SR findings more readily applicable to practice. Adams and colleagues (2016a) categorized grey literature into three tiers according to the literature's retrievability, with the first tier being significant retrievable and credible literature (e.g., books, book chapters, government reports, think tank publications), the second tier including moderately retrievable material (e.g., presentations, studies by non-governmental organisations, news articles, company publications) and the third tier of low retrievability encompassing blogs, emails, letters and tweets. The tiers of retrievability also correspond to the level of credibility of the materials. While this may raise some questions about the quality and replicability of studies, Adams et al. (2016a) argue that the inclusion of grey literature in SRs will contribute to the diversity and flexibility of knowledge.

Distinct frameworks relevant to SRm within management research exist, including CIMO (Context, Intervention, Mechanism, Outcome), put forward by Denyer et al. (2008), building on Pawson and Tilley (1997). CIMO is associated firmly with critical realism (Houston, 2014) and realist evaluation methodology (Pawson, 2013), which is purportedly an approach strong on theory-building, explanation (Hawkins, 2016; Salter and Kothari, 2014; van der Knaap et al., 2016) and contribution to knowledge development (Julnes et al., 1998). Yet, little is known about how such frameworks are utilised in published research, their perceived value and the extent to which they have been developed or refined. Thus, our review set out to revisit the principles of SRm in management research – to be transparent, inclusive, explanatory and heuristic (Denyer and Tranfield, 2009) – and to investigate the development of SRm in the management field.

We paid particular attention to any refinements for the synthesis which aims to identify key scientific contributions and gaps in the literature (Dixon-Woods et al., 2004; Tranfield et al., 2003), to articulate how knowledge may be utilised and to highlight areas of rebalance and focus for subsequent researchers (Denyer et al., 2008). Synthesis is particularly useful in areas of contested findings, to present evidence, consolidate knowledge and therefore progress an area of inquiry (Pawson, 2002). Outside of academia, synthesis is important for management practitioners who, due to resource constraints, are typically unable to undertake or fully review primary research, thus increasing interactions between researchers, research groups and practitioners and contributing to evidence-based practice (Denyer and Tranfield, 2006). Thus, an effective synthesis is a crucial component of any SR to highlight key findings and their applicability to research, practice and/or policy. That said, it was our assumption that guidance for how an effective synthesis might be achieved may be lacking.

The following review questions, derived through an initial scoping study, guided our SR:

- For what purposes has SRm been used by management researchers?
- When, where, on what topics and by whom have SRs been undertaken and published in the domain (systematic mapping)?
- What methodological approaches to conducting SRs have researchers taken? How have researchers synthesized primary studies and what, if any, developments in methodology for synthesis are evident in SRs?
- What challenges and limitations for using SRm have researchers encountered; how do they affect any potential conclusions and how can they be remediated?
- To what extent do SRs spell out implications for (a) theory, (b) practice and (c) policy; are there any approaches which could inform future best practice?

## Methodology

We carried out an SR of SRs in management research in five successive steps (see e.g., Denyer and Tranfield, 2009; Rojon et al., 2011) outlined in Figure 1. Firstly, we determined the scope and review questions of the SR (see previous section), based on an initial non-systematic literature review and expert consultation of eight management scholars with expertise and experience in conducting SRs, using a series of standardised questions pertaining to literature review methodology generally and SRm specifically. Findings of the consultation suggested that SRm is perceived as a useful literature reviewing approach, but that further guidance on how to address specific challenges associated with the method would be helpful. Next, as recommended by Greenhalgh and Peacock (2005), we conducted several independent literature searches to locate as many potentially relevant papers as possible without date parameters. The first and second author, as well as a third, independent researcher, carried out database searches multiple times over the course of four years to minimise bias and maximise comprehensiveness. Following elimination of duplicates, we subjected all remaining papers ( $N = 1,558$ ) to an initial review to determine suitability for inclusion through inspection of abstracts and methods sections. Three papers were excluded as they were written in Portuguese. Most papers fell short on criteria i) and/or iii) as shown in step 3 below, in other words did not present a recognisable SR in the field of management. Reviews that we did not recognise as SRs either did not follow the methodological process for conducting SRs and/or did not adhere to the four aforementioned principles of SRm in management research – transparency, inclusiveness, explanatory and heuristic (Denyer and Tranfield, 2009). For instance, reviews that omitted important steps in the SRm process such as formulating a review question(s) to work towards or the selection and evaluation of

references on the basis of specified criteria, were excluded, as were reviews that failed to transparently explain their methodology and findings.

We synthesized the remaining 391 primary papers using the research questions as a guiding framework in a bespoke data extraction form, eliciting both quantitative and qualitative information. As a further analytical step, given our particular interest in methodological approaches and types of synthesis employed by researchers, we reviewed in more detail 10% ( $n = 40$ ) of all included SRs. These 40 papers were randomly selected by firstly numbering the alphabetically ordered list of papers and secondly picking 40 numbers, blindly and at random. Our decision to review a subset of exactly 40 papers is based on the idea of data saturation: In line with Francis et al. (2010), we initially reviewed a subset of 20 papers in more detail, finding many themes and ideas repeated here. We then chose to review in-depth 20 further papers to be sure no new ideas or themes would emerge (stopping criterion; Francis et al., 2010). Our number of 40 also corresponds to findings from empirical research on data saturation within interviews for both homogenous and heterogeneous samples which concluded that this is likely to occur after 12 (Guest et al., 2006) or after 15 to 60 interviews (Saunders and Townsend, 2016), respectively. The following data were extracted from our subset of 40 SRs: i) synthesis approach taken (classified according to Rousseau et al., 2008; see below for more detail), ii) quality appraisal of included papers undertaken (yes/no); iii) inclusion of grey literature (yes/no).



*Figure 1 – Overview of SRm process*

## **Findings**

### ***Systematic Mapping of Primary Sources***

Nearly half of the 391 included SRs (43.7%) were published between 2015 and 2019 (Appendices 1 and 2) across different journals ( $N = 188$ ) from a variety of management subject areas (Appendix 3). There was indication of regional prevalence as 126 (32.2%) of SRs were written solely by or jointly with UK academics. Many of the remaining articles' (co-)authors were affiliated with other European-based institutions (48.3%), scholars from the United States (US) (12.8%), Canada, Australia and other parts of the world (23.8%<sup>1</sup>) having (co-)published comparatively few SRs.

The number of primary studies included in SRs ranged greatly, from two (Parmelli et al., 2011) to 1,161 studies (Hiller et al., 2011). Neither of these two extreme values was representative of the typical number of papers examined, most SRs featuring between 45 (25th percentile) and 148 (75th percentile) papers with a median of 77<sup>2</sup>. For some topics, and for very specific questions, primary literature was sparse, whereas other authors had set limitations on inclusion, often for pragmatic rather than theoretical or conceptual reasons. For instance, Wardhani et al. (2009) narrowed an initial set of 533 papers to only 14 as their review focus was very specific regarding determining factors influencing quality management systems as a total system in hospitals. Other authors used outlets as a proxy for quality, such as Matthews and Marzec (2012) who limited themselves to papers published in 3- and 4-star quality general operations management journals from the Association of Business school rankings on the one hand to “ensure sufficient quality” and on the other hand

‘for the sake of brevity and to maintain the focus’ (p. 3) on their specific area of investigation.

The publication date parameters set was very wide, extending from three (Davies and Ryals, 2009) to 293 years (Parmelli et al., 2011). That said, most authors reviewed between 13 (25th percentile) and 27 (75th percentile) years of literature, the median being 20 years<sup>2</sup>. Justifications for dates ranges, though infrequently provided, were i) ensuring a manageable number of primary sources; ii) research on the topic starting to emerge – or to gain traction – from a particular year onwards; iii) usage of all literature available in databases to date; iv) newer research perceived to be of higher quality and more up-to-date; v) consideration only of those papers that previous reviews had disregarded or to ensure continuity from previously conducted (systematic) reviews. Most authors had searched for literature in three academic databases; that said, in 68 SRs literature drawn from only one database was presented, an extreme value (*Median* = 3; *min* = 1; *max* = 21).

Our frequency and content analysis of articles’ keywords (Appendix 1) provided insight into subject areas and topics, demonstrating great variety; first and foremost the general topic of ‘management’, but also ‘supply chain (management)’, ‘performance’, ‘sustainable’/‘sustainability’, ‘innovation’, ‘corporate’, ‘knowledge’, ‘measurement’, ‘marketing’, ‘development’ and ‘health’, amongst others. This list was in part influenced by our hand searching strategy which favoured certain topics, for instance through manual search in *Supply Chain Management*. This shows that the choice of keywords in the search strings can limit, and potentially bias, the range and content of primary sources for inclusion in any review.

#### ***Quality Appraisal: Grey or No Grey?***

We now turn to findings of our supplementary analysis of a subsample of included SRs. Of the 40 reviewed papers, only nine had considered grey literature in addition to academic sources, such as reports, policy documents, magazine articles or blogs as well as informal channels of information. Richards (2011) for instance expanded their SR of employees' internet activities by including press reports to account for important trends in how employees apply new internet communication technologies, which may otherwise not have been apparent owing to the lengthy lead times involved in the publication of scholarly outputs. Robertson et al. (2015), in their review of the efficacy of resilience training on employee well-being and performance, included reviews and published and non-published trials to comprehensively map the evidence given that primary studies would by default consist of practice-focused field studies. We return to the importance of drawing not only on academic, but also on non-academic literature, in our discussion.

We observed further that only in 9 out of 40 SRs, authors had undertaken some kind of quality appraisal of their included papers. In assessing the quality of papers for potential inclusion, it was not uncommon for researchers to use "journal quality" (e.g., derived through subject-specific journal rankings) as the only proxy for primary study quality.

### ***Motivation for/Purpose of SRm***

We coded authors' motivations/motives for choosing SRm over other literature reviewing methods into four broad rationales, which map to Tranfield and colleagues (2003) and Denyer and Tranfield (2009) definitions of SR/SRm in management research<sup>3</sup>:

(1) *Process*: Scholars selected SRm for representing a rigorous, systematic, transparent and comprehensive approach to analysing, evaluating and synthesising literature (e.g., Alhejji et al., 2016).

(2) *Synthesis*: Researchers used SRm to consolidate disparate, fragmented, complex, large and possibly inconsistent bodies of literature to provide a more holistic understanding of the reviewed topic (e.g., Scurry and Blenkinsopp, 2011). Some authors developed an integrative framework or conceptualisation of the extant literature in their field based on the review findings (e.g., Bakhshi et al., 2016).

(3) *Current evidence-base*: SRm was also used to derive suggested directions for future research (e.g., by being able to identify issues that are currently holding research back (e.g., Chicksand et al., 2012)) and practice/policy (e.g., managerial implications (e.g., Gimenez and Tachizawa, 2012)), the latter particularly in regards to ‘what works’ and ‘what does not work’ (e.g., Robertson et al., 2015).

(4) *Quality*: Scholars embarked on SRs cited the paucity of good quality reviews in their field as a reason for undertaking their own (e.g., Snyder et al., 2016).

#### ***Guiding Methodological Tenets for SRs in Management Research***

SR papers’ authors predominantly adhered to SRm guidance adapted to management research (most notably Tranfield et al., 2003), with few exceptions of authors relying on health-related SRm guidance (e.g., Bamberger et al., 2012; Willis-Shattuck et al., 2008) along the following lines (see also Figure 1). Reviews commenced with determining the question(s), scope (including its boundaries) and protocol to identify sources for the literature search and the search strategy (e.g., search strings for electronic database searches) including inclusion and exclusion criteria. Having carried out searches and deleted any duplicates, researchers extracted relevant information through in-depth review relating to their SR’s question(s) to analyse, synthesize and integrate such extracted data and to report and disseminate the findings. That said, there was great variability regarding the level of detail and transparency of methodological explanation. Some outlined their methods in one or two short paragraphs

only (e.g., Carpenter and Jiang, 2012; Opengart and Bierema, 2015), and/or failed to justify their methodological decisions (e.g., Überbacher, 2014), whereas others explained the steps they followed in great depth (e.g., Albliwi et al., 2014; Pittaway et al., 2004), occasionally providing flow chart diagrams as visual aids (e.g., Talib et al., 2011; Wardhani et al., 2009). Although most scholars carried out 'regular' SRs, some researchers adapted SRm or combined it with other review approaches. Bibliometric analysis/mapping, for example, was used in combination with SRm (e.g., Coombes and Nicholson, 2013; Saggese et al., 2016), as well as citation network analysis (e.g., Colicchia and Strozzi, 2012; Hueske and Guenther, 2015) or text mining (Ghadge et al., 2012). We now turn to the issue of synthesis in detail as central to our research questions.

#### ***Presentation, Analysis and Synthesis in SRs***

Management researchers usually presented their findings in two parts, firstly descriptive statistics (e.g., publication year; research context) and secondly the actual content of the papers reviewed, discussed typically in relation to the review's question(s) and/or by (emergent) themes, key aspects or perspectives identified. Some authors limited their discussion of findings to descriptive statistics (e.g., González et al., 2011; Yildiz and Demirors, 2014), which, although useful, cannot substitute a more substantive narrative discussion. In total, 17 authors (e.g., Bailey et al., 2017) structured their discussion according to the CIMO framework, according to propositions derived from their findings (Pilbeam et al., 2012) or simply chronologically (e.g., Salamin and Hanappi, 2014). We noted some exceptionally short findings and discussion sections, for example the quarter of a page provided by Albliwi and colleagues (2014) provides scant detail to enable the reader to glean any insight based on the SR conducted.

Most SRs contained potential directions for future research, implications and/or recommendations for (managerial) practice, as well as for policy, though the range of their considerations varied greatly, where at one end, papers suggested a step-wise process for translating findings to practice (e.g., Birnik and Bowma, 2007), actual practical tips for human resource practice (e.g., Sourouklis and Tsagdis, 2013), to conceptual frameworks (e.g. Ellwood et al., 2016) and the need for further testing and replication of propositions identified (e.g., Smart et al., 2007) at the other end. Conceptual and methodological limitations, including those that may relate to SRm specifically (see below), were also typically included in SRs. Yet, few authors provided a theoretical framework (e.g., Li et al., 2012; Ordanini et al., 2008) to integrate their review's findings.

Overall, we found sparse references to overarching frameworks and/or corresponding epistemology. As an example, our synthesis elicited no references to operationalisation of the PICO framework and only 17 references to CIMO (including Christoffersen, 2013; Claus and Briscoe, 2009; Delgado Garcia et al., 2015; Ellwood et al., 2016; Rafi-UI-Shan et al., 2018). None of these papers offered critique, extensions or conceptual or methodological developments of the frameworks.

In general, the reviews favoured detail on data gathering and logging over detail regarding synthesis and critical examination. Most authors carried out some form of qualitative analysis and synthesis without adhering to any particular method or approach (cf. Barnett-Page and Thomas, 2009; Rousseau et al., 2008). For those who did, thematic analysis following Miles and Huberman (1994) was a popular choice (e.g., Abidi et al., 2014; Claus and Briscoe, 2009; Phillips et al., 2015); other examples included content coding using data management software (Pittaway et al., 2004), interpretative 'meta-synthesis' investigating the underlying structure of selected papers, specifically their differences and similarities (Ashby et al., 2012) and theory-led approaches to synthesising literature (e.g., Ellwood et al., 2016;

Nielsen and Lassen, 2012; Padilla-Meléndez et al., 2015). Few authors (e.g., Burgess et al., 2006; Delbufalo, 2012; Turner et al., 2013) carried out quantitative meta-analyses, although several suggested that their reviews would have benefitted from quantitative integration (e.g., MacEwen et al., 2015; Morello et al., 2013; Pacheco and Garcia, 2012) had the diverse nature of primary studies not precluded such an approach (e.g., very diverse study designs and corresponding measurements).

We also reviewed our subset of 40 primary studies regarding the approach to synthesis taken by authors, drawing on Rousseau and colleagues' (2008; p. 491ff) classification, which distinguishes four synthesis methods: i) aggregation (i.e., quantitative combination of results of primary studies in order to combine effects to increase sample size and reduce bias in answering specific questions and to predict intervention results via more exact estimate than any single study achieves); ii) integration (i.e., triangulation across multiple studies and methods in order to answer specific questions and explore when interventions are more likely to be appropriate); iii) interpretation (i.e., compilation of descriptive data and exemplars as well as identification of cross-study concepts and their translation into new categories in order to build higher-order theoretical constructs and create tentative theories of phenomena including patterns of social construction); iv) explanation (i.e., discerning patterns behind explanatory claims in order to create explanations and generate theory). Since most authors had not explicitly stated their synthesis approach or offered little detail, it was a question of reading, re-reading and applying our own judgment to determine which of the four categories had been applied. This process led us to conclude that most authors had chosen integration ( $n = 22$ ) or an approach in-between integration and interpretation ( $n = 11$ ) as their synthesis method. Very few authors had synthesized data through aggregation ( $n = 2$ ). Equally few ( $n = 2$ ) had used interpretation; three papers had opted for a synthesis approach in-between interpretation and explanation. Therefore, our

analysis signals that “higher-level” synthesis methods, namely interpretation and explanation, were used infrequently by researchers.

The lack of in-depth synthesis was a consistent finding, which we contend is linked to an absence of methodological refinements which deserve increased future development. Synthesis is vital to the SRm process as it provides a chance to reflect on the evidence presented, interpret the research findings and relate the patterns and themes discovered during the literature review (Popay et al., 2006; Greenhalgh et al., 2004) to how such may be applied (Pawson, 2002; Boaz et al., 2006; Rousseau et al., 2008) either for future research, for policy-making, or practice (Denyer and Tranfield, 2006). We return to this observation in our discussion.

#### ***Challenges and Limitations of SRs***

We documented one key limitation through our own search strategy – although hand searching elicited additional primary sources, this meant that certain topics, particularly supply chain management were overrepresented in our final sample. Further hand searches may have elicited additional findings, and thus had an impact on the overall topics. In other words, the method for elicitation of primary studies may bias or influence SRs in the same way that sampling in field or experimental studies may influence the validity of any conclusions to be drawn. Researchers also raised concerns that they were not using ‘good’ search strings or that different search strings may have yielded different (and/or more) studies (e.g., Choong, 2014; Williams et al., 2009). Some addressed this, for instance, by crosschecking reference lists for further potentially relevant papers (e.g., Kirchberger and Pohl, 2016).

In addition, researchers were concerned that their selection criteria had been too limiting or rigid, leading to the potential exclusion of important studies (e.g., Neumann and

Dul, 2010). It was generally acknowledged that conducting searches in a greater number and wider variety of databases and other sources of literature (including those in non-English language and non-academic publishing outlets) would have been useful in facilitating greater comprehensiveness (e.g., Ankrah and Al-Tabbaa, 2015), although pressures on time and other resources did not always allow for this. In other words, SRm per se does not address the issue of selectivity in inclusion, as pragmatic consideration may prevail; it is, however, important to reflect on the role of researcher judgment when making search and interpretation decisions, an aspect which we also return to in our discussion.

Indeed, several researchers concurred on methodological challenges. A commonly voiced criticism was the perceived danger of subjectivity including researcher judgement and/or their background impacting on the paper selection, coding and interpretation of findings (e.g., Kirchberger and Pohl, 2016). Scholars attempted to address this issue for instance by fully describing and defending any choices made in the SR process (e.g., McFadden, 2015) or by involving stakeholders from other disciplines and/or from outside academia (e.g., Furlan et al., 2011). A second set of issues was concerned with the large volume and diversity of papers uncovered through SRm's comprehensive search strategies, which researchers perceived as challenging both for the paper selection, as well as for integrating and synthesising information (e.g., Bakker, 2010; Richards, 2011). To resolve the issue of managing volume, some authors suggested to focus merely on abstracts (or even titles) when deciding whether or not to include a paper (e.g., Koopmans et al., 2011; Thorpe et al., 2005), although it was acknowledged that this could lead to including only papers with better written titles/abstracts, whilst perhaps disregarding other potentially relevant articles (e.g., Pittaway et al., 2004).

## **Discussion**

Our 'SR of SRs' set out to investigate where, when, on what and by whom SRs have been published in management research. Our data showed that SRs have been most keenly embraced by UK academics and are not as prevalent in other countries. Possible reasons for this regional prevalence may lie in the UK's *International Journal of Management Reviews* explicitly welcoming SRs, as well as SRm training being provided and the execution of this type of literature review being encouraged in certain doctoral and MSc programmes in the UK. In terms of the purposes and motivations for undertaking SRs, we concluded that SRm has been used to aggregate existing knowledge and to inform and confirm assumptions towards providing new linkages of understanding existing knowledge (Gough et al., 2012). Further, SRm is seen as an effective approach for providing a holistic overview of often complex literature spanning across disciplinary boundaries (e.g., Crossan and Apaydin, 2010; Scurry and Blenkinsopp, 2011).

Most researchers followed SR methodology as put forward by Denyer and Tranfield (2009) who were amongst the first to advocate the method and provided a helpful step-by-step guide. That said, as ascertained by our analysis of a subset of reviewed SRs ( $n = 40$ ), nearly a third of researchers (32.5%) adapted the "standard" SRm process to a greater or lesser extent to fit their own needs. They did so for instance by subjecting extracted data to specific additional qualitative or quantitative analyses (e.g., Cheng, 2016; Finnegan et al., 2016) or by using conceptual frameworks, derived a priori, to guide and organise their SR (e.g., Kokkonen and Alin, 2015; Wong et al., 2013). In all cases, adaptations to SR methodology were justified by authors in relation to their specific SR's purpose and aims, as in the case of Mariano and Awazu (2016) for example, who carried out longitudinal and other statistical analyses by way of understanding the development of their field of study. Such adaptations to the process are, in our opinion, an assertive, pragmatist and welcome move towards utilising and modifying existing methodology in a way that is most suitable for

specific research requirements, rather than rigidly holding on to prescribed protocols. Yet, such adaptation of the SRm process requires researcher judgment which situates the researcher as an important source of knowledge given the overarching purpose of SRs to take existing knowledge into new directions (Briner and Rousseau, 2011) by creating opportunities for management scholars to engage, extend, and interpret such knowledge in a meaningful way (Denyer and Tranfield, 2009; Jones, 2004). We also contend that pragmatic considerations should be explicitly considered in any synthesis and/or limitations section where they affect the conclusions to be drawn. Quality appraisal is clearly an issue where practice widely diverges and the use of proxies is common as previously observed. “Quality” within SRm is usually equated to methodological quality or rigour that is ‘the internal validity and the degree to which [the SR’s] design, conduct and analysis have minimized biases or errors’ (Tranfield et al., 2003, p. 15). Whilst SRs conducted on health-related topics within the Cochrane framework often specify inclusion only of randomized controlled trials (RCTs) or similar types of studies, these assumed to be the “gold standard” of methodological rigour (Reay et al., 2009), in management research “quality” relating to SRs tends to be understood somewhat more loosely. There is, to date, no definitive approach to assessing the quality of SRs within management research, though several scholars have assembled lists of quality criteria that can be applied to judge the quality of studies considered for inclusion in an SR (e.g., Abalos et al., 2001; Briner et al., 2009; Garg et al., 2008; Tranfield et al., 2003). Given that limited primary literature will in turn limit the conclusions which can be drawn within a SR, more consideration should be given to the aspect of quality appraisal. We discuss this further below.

### ***The Central Role of Synthesis***

Having previously established the importance of synthesis, the question arises of how should it be carried out? We considered the CIMO logic advocated by Denyer et al. (2008) as a design-oriented research synthesis focusing on providing solutions and answering research questions (Van Aken, 2004; Jones and Gattrell, 2014; Denyer et al., 2008). Our analysis elicited 17 primary sources which referred to the CIMO framework. Yet none of these offered substantial critique or extension. It is a central observation arising from our data analysis that there is an inextricable link between a lack of use of relevant frameworks and a lack of advancement regarding the application, refinement and development to further the sophistication and applicability of synthesis methods.

Different types of primary studies will suit different types of synthesis (*cf.* Barnett-Page and Thomas, 2009), such as quantitative primary studies facilitating aggregation. Much greater attention should be given to this aspect in the planning phase of any review. Our detailed coding of a subset of included SRs established that most papers drew on an integrative synthesis approach, which is suited to the collection and comparison of evidence involving two or more data gathering methods. This type of synthesis typically seeks to provide answers to predetermined questions and thus lends itself to addressing both academic and practice- or policy-oriented issues. Methods of synthesis that provide deeper theoretical interpretation to further knowledge in management research, that is interpretation and explanation (Rousseau et al., 2008), were rarely used. With regards to the few instances where authors had drawn on interpretation and/or explanation approaches (*i.e.*, Baldacchino et al., 2015; Glover et al., 2014; Hansen and Schaltegger, 2016), we noted that researchers had set a dedicated focus on providing theoretical constructs and creating explanations right from the outset of their SR, for instance by phrasing their review questions in such a way that literature suitable to their aim would be located in the first instance and synthesized in the second instance. Owing to their focus on theory and conceptualization, these two types of

synthesis seem to be more easily applicable to academic endeavours rather than seeking to answer practitioner or policy questions.

#### *Presentation of results and findings*

Thorpe and colleagues' article (2005), one of the first SRs published within management research, suggests that 'the aim [of a systematic review] is to bring together as many already existing evidence-based studies as possible that are relevant to the research being undertaken, irrespective of their published location, or even disciplinary background' (p. 258). They postulate eight basic principles behind SRm, namely transparency, clarity, focus, unification of research and practitioner communities, equality, accessibility, broad coverage and finally, and importantly, synthesis. In some of the SRs we reviewed, whilst study findings were presented for instance by providing facts (e.g., Delbufalo, 2012), these findings were not synthesized towards an interpretation of what the retrieved knowledge contributed to. Yet, synthesis is a crucial phase of SRm for illuminating knowledge and providing suggestions for future research (Rousseau et al., 2008). Though a clear presentation of facts is important to understand existing knowledge in the subject area, critical analysis together with a discussion of what the findings mean and how they can be interpreted and applied to knowledge in the subject area will further contribute to the quality of a paper (e.g., Scurry and Blenkinsopp, 2011; Überbacher, 2014). SRs will benefit from a higher level of abstraction that expounds on the concepts and themes in the critically reviewed materials towards identifying where the boundaries from which knowledge can be expanded lie. This, we argue, requires a more germane way of seeing how various strands of research focus interact with one another and will contribute to the comprehensiveness and quality of SRs in management research.

Discussions from SRs or any other studies should be robust enough and link how the findings met the research objectives, together with any other unexpected findings. This will

enable the systematic reviewer to make sense of the diverse findings related to a research context and communicate in a powerful manner including their reflections. We advocate that SRm in the field of management research should always consider including a form of conceptual synthesis. This will encourage the development of theoretical contributions and the consideration of eventual implications for practice. To do so, SR researchers need to articulate a clear synthesis framework and their epistemology from the outset, and either offer a conceptual framework a priori to guide their review or deduct such a framework from the synthesis. Such an approach will enable clear articulation not only about 'what worked' but which theories and frameworks can explain relevant observations and what the implications for future research, practice and potentially policy are. It is our observation that SRs are under-theorised. As Gatrell and Breslin (2017) wrote in their editorial, authors should not only aim to make a conceptual contribution but also not be shy to challenge the field. SRs have the capacity to do both, as unlike conceptual reviews articulating propositions, they are based on a range of empirical data to draw from. Therefore, one of the most fundamental and necessary questions to ask is "how can the findings best be theorised?". Stutton and Staw (1995) noted in their seminal paper that neither data, hypotheses, results, variables, illustrations or lengthy references make theory; in other words, researchers must not fall into the trap that thorough documentation in and of itself is sufficient. SR researchers in the field of management have a unique opportunity to utilise data to question and potentially refine knowledge and understanding by considering not only confirmation but also disconfirming of theoretical propositions (see Leavitt, Mitchell and Peterson, 2010 on theory pruning). Such an approach may lead to a more theoretically founded explication of what we know, as well as what we do not know.

### *Linking Systematic Reviews to Practice*

In education, public policy and healthcare, SRs are conducted to inform policy-makers and practitioners. However, our review suggests that in management, study findings were generally aimed at academic audiences with the exception of a handful of papers (e.g., Murta et al., 2007; Phillips et al., 2015). SRs, like other types of research conducted in management, should move towards linking theory with practice (Scurry and Blenkinsopp, 2011). To do this, we recommend an integral section on how the research question(s) and findings can inform and influence practice in organisations and/or in policy-making. This will increase the relevance of the findings, and stimulate conversations between academia and practice, which will contribute to the creation of a dynamic and more vibrant applied research atmosphere in management research. We expect that such focus on opening up our conversations to practitioners in the field may create opportunities for future collaboration. An example of an SR that explicitly sought to inform practice is Marcos' and Denyer's (2012) collaboration between an academic institution and a consultancy company. Despite having experienced various challenges in their collaborative research, the authors concluded, on a positive note, that 'the findings of the systematic review became a means to an end rather than an end in itself' (p. 454). The SR process facilitated discussions of key constructs within the project team and, in the absence of (strong) evidence, practitioners and academics were able to 'share, appreciate and challenge their distinct views of managerial and organizational problems' (p. 454).

Aside from such collaborative research, practice can also be better informed by including grey literature in management SRs (Adams et al., 2016a). Although peer-reviewed academic sources may provide strong evidence of quality, the exclusion of grey literature may result in conclusions drawn that do not capture the full spectrum of available knowledge, which for management research can contribute to a richer understanding of the linkages between academia and practice, and gaps for future (applied) research. Adams et al. (2016a)

recommend that researchers present the findings from grey literature separately from those of white literature.

In their analysis of grey literature usage within published academic SRs, Adams et al. (2016a) found that only about 23% had incorporated this type of literature. Our own figure (23%) of the usage of grey literature within a subset of the SRs we reviewed ( $n = 40$ ) tallies precisely with that of Adams and colleagues (2016a), suggesting that consideration of this type of literature within academic SRs remains at a relatively low level. Far from embracing the different perspectives offered by grey literature, some authors explicitly chose to exclude such sources (e.g., Finnegan et al., 2016; Keupp and Gassmann, 2009; Mariano and Awazu, 2016), usually arguing that academic papers provide a more suitable and high-quality coverage of the subject under review. Frequently they cited Podsakoff et al. (2005), who suggested that journal articles can be considered validated knowledge and are likely to have the highest impact on the field. The few authors who did consider grey literature mostly used sources such as books and book chapters, reports published by professional organisations and governmental agencies or conference symposia, these all falling within the first, most easily retrievable and most credible tier of grey literature according to Adams et al. (2016a). The inclusion of grey literature was at times explicitly referred to by authors, explaining, for instance, that they sought a 'more inclusionary approach' to reviewing the literature (Glover et al., 2014, p. 41) or aimed at further informing and increasing their pool of papers in this way (e.g., Johns and Torres, 2005; Lightfoot et al., 2013). Others argued that the consideration of grey literature had facilitated a more 'balanced and comprehensive review' (Baldacchino et al., 2015, p. 214). This poses a need to consider the epistemological question of what knowledge is, where it is located, and where it can come from for an identification and assessment of possible sources of knowledge that can contribute to management research and practice. This then requires stronger inter-relationships between researchers, policy-

makers and practitioners, and remaining up-to-date on all relevant publications as relates to a subject matter. This development, to include grey literature in management SRs, has implications as to how future management research questions are phrased, the depth of the research design and the sources considered in answering the research questions. We encourage fellow researchers to continue to engage with the epistemological question posed by including grey literature, particularly as relates to linking academia with practice.

In summary, we propose along with Thorpe and colleagues (2005), for SRs in management research to expand their searches to incorporate the breadth of studies available in academic and non-academic sources of knowledge so long as the principles of SRm – to be transparent, inclusive, explanatory and heuristic (Denyer and Tranfield, 2009) – are adhered to. Given that any studies located for potential inclusion ought to be subject to a quality assessment, the rigour of the SR is maintained.

#### ***Areas of Improvement of SRm for Management Research***

We now suggest refinements to the methodology. SRm is perceived to foster interdisciplinary research, as demonstrated, amongst others, by Greenhalgh and colleagues (2004) and De Jong and colleagues (2015). Yet, some authors noted that SRm is less useful at producing in-depth insight into issues (Lightfoot et al., 2013). Indeed, not all SRs yielded new insights over and above existing literature reviews (e.g., Albliwi et al., 2014) and neither was it always sufficiently evident how SRm would have addressed authors' research questions better than other review methodologies (e.g., Deligkaris et al., 2014; Kamal and Irani, 2014).

It appeared that scholars focussed on the quantity of literature reviewed for SRs, where, at times, a 'more is better' mentality was evident, with only few papers reporting on some type of quality appraisal. Yet, the important aspect in a review is not necessarily the sheer amount of literature reviewed but the quality of literature included as higher quality

primary papers enable more confident conclusions. It is important for researchers to critically assess the quality of existing studies to go beyond the cherry-picking of traditional literature reviews (Überbacher, 2014). We suspect that a reason for many researchers not undertaking a quality appraisal of papers found lies in the time-consuming nature of doing thus as noted, for instance, by Rojon et al. (2011). That being said, in our coding of a subset of included SRs, we found a handful of articles where authors did assess the quality of potentially relevant papers; we discuss some examples of these here.

As a relatively straightforward step to quality assessment, some authors (e.g., Flint and Webster, 2013; Morello et al., 2013; Parmelli et al., 2011; Zwarenstein et al., 2009) applied methodological quality and selection criteria, namely to include only RCTs, controlled clinical trials, controlled before-after studies or interrupted time series studies. Whilst such an approach may be useful for selecting high-quality studies for SRs about health-related topics, and may be looked upon favourably by the Cochrane Library, it is impossible for most SRs in management research to only consider certain study designs such as RCTs, given their paucity in this subject area. It should also be pointed out that such an approach to quality assessment can be very restrictive and not particularly informative as for instance in the case of Parmelli et al. (2011), who, on the basis of their quality criteria, included only two studies in their SR. A different approach to quality appraisal was taken by Parris and Peachey (2013) who, distinguishing between quantitative and qualitative studies, used a series of critical appraisal tools and criteria to classify papers into low, medium and high quality. A quantitative study judged to be of high quality was understood as being clearly focused and well planned, providing sufficient background, using validated measures and rigorous data analysis procedures, amongst other criteria. A qualitative study judged to be of high quality had to comply with aspects such as clearly stating a purpose, identifying the researcher's theoretical or philosophical perspective, describing the selection of

participants, as well as the results well and comprehensively. Such an approach to quality appraisal, where different criteria are applied to different types of studies, appears useful, particularly given the diversity of study designs employed in management research.

A similar, though more generic approach to quality appraisal since no distinction was made between quantitative and qualitative studies, was adopted by Sweeney et al. (2019). Each article deemed relevant by these authors was inspected in terms of the clarity of the research question, the appropriateness of the methodology and the rigour with which it was employed, the size of the sample selected, the specification of theoretical frameworks and measurement approaches, and the validity of the research findings.

A somewhat different take on quality appraisal was offered by Reay et al. (2009) who developed a classification of evaluation standards consisting of six “levels” of evidence to evaluate the strength of evidence in management research. Level 1 encompasses meta-analyses and RCTs and represents the strongest level of evidence, whilst papers falling into level 6 state the opinion of respected authorities or expert committees without additional data, this representing the weakest and, in the case of Reay et al.’s (2009) SR, most frequently located type of evidence. Of the various different ways to appraise paper quality that we have outlined here, we believe that researchers need to consider carefully which may be most suited to their own endeavour, since, for instance, a rigorous approach suitable for health-related SRs might be too restrictive for many management topics. A more generic approach to assessing quality, such as used by Parris and Peachy (2013) or Sweeney et al. (2019) might, in many cases, be more feasible and appropriate, not unduly excluding most studies on the grounds of very strict study design-related criteria whilst still ensuring the inclusion of high-quality papers.

Furthermore, we saw little evidence that methods and frameworks for synthesis as suggested by various guidelines and researchers have fully penetrated the SR literature. It

would be a fruitful avenue for future research to critically examine the potential impact of using such frameworks (or their absence) on the clarity and robustness of any synthesis offered. It is notable that the papers that did provide a clear framework for analysis, for instance through content coding, appeared to offer more theoretically grounded integration (e.g., Nielsen and Lassen, 2012; Pittaway et al., 2004). Regarding implications for research, policy and practice, we identified less than a handful of papers who addressed all three aspects, most authors considering predominantly academic implications with some focusing only on practical implications. Policy implications were, on the whole, less often considered, partly because this may be less pertinent to the substantive topic, or partly because the researchers had not deemed this sufficiently relevant. We therefore suggest the intended audience should be given greater consideration by SRm scholars in the field of management. We also note that papers ranged greatly in quality and depth as to how implications for research, policy and practice had been addressed. If implications were spelled out more clearly, the relevance of SRs may spread more swiftly beyond the academic community in management research.

#### ***A Guide for Future Execution***

Informed by our findings and building on researchers' actual SR/SRm experiences (Mallet et al., 2012), as well as earlier work by colleagues (e.g., Tranfield et al., 2003), we propose a guide for undertaking SRs in management research which is the major contribution of our paper. This we offer in Table 1 as a checklist mapping our contributions against Tranfield and colleagues' (2003) original framework; we largely omit stage 0 as we take it as a given that the need to review has been established. We re-emphasize the need to embed and articulate theoretical frameworks, propositions and implications. Yet, we also stress that regardless of any guidelines, researcher judgment remains important in adapting and focusing the SR to

suit the researcher's objectives and resources (Briner and Rousseau, 2011). SRm should not be so rigid as to become protocol for protocol's sake but retain clear audit trails and justifications for all stages of the process, not merely the data elicitation and logging. What we seek to add is that some focus be applied to how results are presented, with consideration for the various applicability by other researchers, policy-makers and practitioners. [As not all aspects mentioned in Table 1 are necessarily relevant to all SRs, we ask researchers to use their judgement, particularly with regard to the recommendations provided.](#)

*Table 1 – Conducting SRs in management research: A checklist and set of recommendations to guide good practice*

Commented [CR1]: Revised

SR Stage	Tranfield et al. (2003, p. 214)	Issues to Address	Examples of Good Practice from the Literature	Recommendations
<b>Theoretical Articulation</b>	N/A	As part of the review planning process, articulate clearly where and how a theoretical framework will be incorporated. Address a conceptual and theoretical framework either a priori or developed and derived from the primary literature. Ensure theoretical considerations are incorporated into discussion and conclusion	This aspect should permeate the entire review, rather than be addressed as a separate stage. For guidance on the use of theory see Sutton and Staw (1995) and Leavitt et al. (2010)	<p>In the planning stage, consider:</p> <p>a) Is there an existing conceptual or theoretical framework? If not, is the objective to derive this from the literature, and if so, how?</p> <p>For the analysis consider:</p> <p>a) A synthesis method which encourages theoretical development such as content coding, thematic analysis</p> <p>For the discussion consider:</p> <p>a) Have the findings been sufficiently theorized? What is the theoretical contribution to knowledge from which conclusions can be drawn?</p>
<b>Setting of Review Objectives/ Questions</b>	Stage 1, Phase 1 and 2: preparation of review proposal and protocol	Clarity of review questions and relevance of review objectives to respective audience(s)	De Menezes and Kelliher (2011) provide clear research objectives and a review question and also state upfront the ways findings from their SR could be translated to research, practice and policy	<p>Set out a clear framework for your SR from the outset including clarity about the intended audience, and consider the use of an expert panel:</p> <p>a) Is the SR relevant to research, practice and/or policy, or a combination?</p> <p>b) Are your review questions clear and unambiguous to your audience?</p>

SR Stage	Tranfield et al. (2003, p. 214)	Issues to Address	Examples of Good Practice from the Literature	Recommendations
<b>Consider Epistemology and Paradigm</b>	Stage 1, Phase 1 and 2; see also Table 1 in their original paper which outlines the divergence in management research (as opposed to positive paradigms where SRm originated)	The origins of SRm are positivist, however there is a growing body of alternative epistemologies including pragmatic, critical realist, realist evaluation or realist synthesis approaches	Aboal et al. (2014) highlight the importance of considering epistemology within SRm, describing their own approach as realist synthesis	Articulate your epistemology clearly in the relevant methods section and explain how this informs the synthesis method chosen
<b>The SRm Protocol &amp; Search Strategy</b>	Stage 1, Phase 2: preparation of protocol	Ensure that search strategy and protocol are transparent and replicable	Baldacchino and colleagues (2015) offer a step-by-step methodology section which facilitates the critical analysis of the data synthesized. Greenhalgh et al. (2004), working with a complex body of evidence, developed a multi-faceted search strategy, including database and hand searches, as well as searches within own scholarly networks and tracking references of references, amongst others. As an aside, we note increasing journal requirements for pre-publication registration of SR protocols. Will such initiatives strengthen methodological rigor, or stifle the use of researcher judgment?	In the relevant methods section ensure that: <ul style="list-style-type: none"> <li>a) Inclusion and exclusion criteria are defined</li> <li>b) Defend any limiting parameters (e.g., date ranges)</li> <li>c) Set out a detailed protocol and consider your search strategy including keywords and databases used</li> <li>d) Pre-register your protocol, wherever possible</li> </ul>

SR Stage	Tranfield et al. (2003, p. 214)	Issues to Address	Examples of Good Practice from the Literature	Recommendations
<b>Methodological Refinements/ Alterations of Existing Standard Protocols</b>	N/A	It may be warranted to deviate from or add to existing ‘best practice’ protocols as befits your review question(s) and primary literature	Mariano and Awazu (2016) carried out longitudinal and other statistical analyses by way of understanding the development of their field of study	Justify clearly why and how you customized existing SR implementation guidelines and leave an audit trail for replicability for other researchers
<b>Inclusion of Grey Literature</b>	Stage I, phase 2: part of protocol development	Give consideration to the relevance of grey literature particularly where the review aims are linked to policy and/or practice	Adams et al. (2016a) offer guidelines for best practice on the inclusion of grey literature; we acknowledge the pragmatic challenges of casting the net wide particularly for unfunded reviews undertaken by practitioners	Address this by: <ul style="list-style-type: none"> <li>a) Handsearching open source data</li> <li>b) Including practitioners and/or policy makers in your expert panel</li> <li>c) Where possible and relevant limiting the inclusion range by date or other parameters to consider pragmatic aspects</li> </ul>
<b>Consider researcher judgment and ‘bias’</b>	Stage II, Phase 4: selection of studies	There is always a judgment call on the part of researchers such as whether to conduct hand searches for further literature, contact experts or include specific literature or not (e.g., whether or not to ‘cast the net wider’ in case there is merely a small body of primary studies)	No one paper in our sample addressed this aspect comprehensively. We recommend researchers to engage in reflective practice on how search protocols, search strategies, inclusion criteria, quality and relevance appraisals may have impacted on any conclusions drawn	In the absence of guidance from the literature we suggest to: <ul style="list-style-type: none"> <li>a) Address the issue of inclusion through discussion within the research team and consultation of an expert panel where appropriate</li> <li>b) Explicitly address the implications of literature inclusion in terms of SR limitations</li> </ul>

SR Stage	Tranfield et al. (2003, p. 214)	Issues to Address	Examples of Good Practice from the Literature	Recommendations
<b>Quality Assessment and Filtering Process</b>	Stage II, Phase 4: quality assessment	Outline the quality assessment and your filtering process at each review stage. Consider the use of quality check lists, rather than ‘heuristics’ such as journal impact factors as a sole proxy for quality to ensure a holistic assessment process which is linked back to the review questions	Glover and colleagues (2014), offering a very clear methodological protocol, highlighted the importance of undertaking quality appraisal and explained their own assessment of paper quality in great detail. To this we add that relevance to the research question(s) (as well as how the primary literature answered the respective questions) should be integral to this process	Address this by: <ul style="list-style-type: none"> <li>a) Crafting your own quality check list as appropriate to your method and field and publishing this as part of the SR (e.g., as an appendix)</li> <li>b) Critically considering whether ‘more is better’, and conversely whether an overly restrictive approach will make the SR less insightful (e.g., only including RCTs)</li> <li>c) Considering whether qualitative and quantitative studies need to be evaluated separately (e.g., Parris &amp; Peachey, 2013)</li> </ul>
<b>Systematic Mapping</b>	Stage II, Phase 6: data extraction	Consider systematic mapping if this is relevant to your approach to outline where, when and how relevant literature has been published	The EPPI-Centre offers a variety of guidance documents that can assist in producing a systematic map of papers included (e.g., EPPI-Centre, 2003), which can be helpful for deciding what aspects might be relevant for a systematic mapping on one’s own topic (e.g., context and setting of the study, date, population focus, study design); numerous examples of SRs including systematic maps (e.g., Schucan Bird et al., 2015) available from the EPPI-Centre ( <a href="https://eppi.ioe.ac.uk/cms/">https://eppi.ioe.ac.uk/cms/</a> ) further contribute to understanding of systematic mapping	Consider from the outset if systematic mapping would enhance your understanding of the primary studies. If yes, include this as part of your methods section

SR Stage	Tranfield et al. (2003, p. 214)	Issues to Address	Examples of Good Practice from the Literature	Recommendations
<b>Synthesis</b>	Stage II, Phase 7: synthesis	Outline and defend your synthesis approach so that readers can backtrack how literature has been analyzed and evaluated. Consider the use of illustrations or tables to guide the reader. We argue that more consideration should be given to the choice of synthesis as part of the review planning	Phelps et al. (2012) offer a transparent structure for their synthesis; Reay et al. (2009) utilize a helpful table to support their analysis; Sweeney et al. (2019) offer a simple 'guide for analytical reading' in eight steps which other researchers could adopt or adapt; Xia et al. (2018) provide an explicit account of content analysis for the synthesis including a table to guide the reader. Denyer et al. (2008) propose the CIMO framework to offer a design-oriented realist synthesis of the literature. Rather than as a distinct stage, theoretical consideration should permeate and be developed as part of the review process by asking "how well have we theorised the findings?"	Before you commence the review, consider the data from the scoping stage to determine: <ul style="list-style-type: none"> <li>a) What kind of synthesis will be appropriate and feasible for your data?</li> <li>b) Which kind of synthesis will best answer your research questions?</li> <li>c) Are you competent to undertake the relevant synthesis, if not, is further training/development or expansion of the research team needed?</li> <li>d) Have you 'pushed' yourself to strive towards conceptual synthesis and a high level of abstraction?</li> </ul>
<b>Limitations of Primary Literature</b>		Address any limitations of the primary literature clearly, for instance with regards to generalizability to other samples and contexts	Morello and colleagues (2013) acknowledge the limitations of single site studies clearly in their discussion, thus setting appropriate caveats	Informed by your systematic mapping and the quality appraisals (see above) address this aspect explicitly in your limitations section
<b>Limitations of own Methodological Approach</b>		Openly acknowledge and discuss (consequences of) any potential limitations of your approach to data gathering and analysis	Hallinger (2018) considers limitations of their methodology, with particular emphasis on the data collection phase (e.g., their focus on papers written in English despite being aware that much research on their topic might be in French or Arabic) in a dedicated section of their discussion	Caveat the discussion where appropriate and keep implications tentative where needed Address in the limitations section

SR Stage	Tranfield et al. (2003, p. 214)	Issues to Address	Examples of Good Practice from the Literature	Recommendations
<b>Implications</b>		Discuss implications of your SRs findings for theory, research, practice and/or policy	Many papers address solely implications for theory and research. An example of where implications of one’s SR findings besides theory and research are equally reflected upon is Abbasi and Nilsson’s (2012) paper on making supply chains environmentally sustainable, in which they consider also implications of their findings for policy-makers and managers within organizations	Address this by: <ul style="list-style-type: none"> <li>a) At a high level, considering the epistemology (what knowledge is in this context, where it comes from etc.); see also recommendations for grey literature</li> <li>b) Ensuring that practice and policy implications are spelled out in the discussion</li> <li>c) Reflecting on the extent to which SR was a collaborative process between different stakeholders (see e.g. Marcos &amp; Denyer, 2012) to open up conversation</li> <li>d) Considering further dissemination through workshops etc. to increase likelihood of relevance to policy and practice</li> </ul>

For Review Only

### ***Study Limitations and Suggestions for Future Research***

We acknowledge several shortcomings as the primary reviews we included had predominantly been published in academic journals and may thus have missed out important papers available in grey sources. Consequently, researchers wishing to further our study might focus their research on reviews published within grey sources, available, for instance, from CEBMa, the Campbell Collaboration or the EPPI-Centre. Secondly, in our locating of papers, we focused initially on their titles, abstracts and methodology sections (rather than on their full texts) and, by doing so, may have unintentionally excluded potentially relevant SRs in management research. Thirdly, our review was limited by the search strings we used and by our iterative journal specific searches. We also acknowledge that studies may exist within the management research literature, which have used SRm without referring to specific SR-related terms. We therefore suggest that management researchers undertaking SRs explicitly include the term 'systematic review' in the keywords and abstracts for their articles. Moreover, some of our analyses pertained to a subset of SRs and, whilst we have provided a rationale for focusing on exactly 40 papers rather than reviewing in great detail all 391 papers, we acknowledge that claims made on the basis of findings from a subset of SRs may be less valid compared to claims based on findings from the whole sample. Future methodological research into SRs might thus seek to generalise the validity of our findings by undertaking similar analyses with different and larger samples of SRs.

A key area for future research is a comparison of literature databases generally used by management researchers, and the rationale given for choosing one database over another. This can assist in integrating literature from different databases and improve on their cataloguing to enable future SRs to be more comprehensive. Furthermore, given that SRs can be conducted for various reasons – for instance with the aim to focus on policy and practical implications, rather than on contributions to the scholarly debate – it would be useful to

explore potential methodological differences associated with different rationales for carrying out SRs.

Further research can create interactive ‘evidence maps’ to identify what is known and not known, which researchers seeking to undertake a SR can review as a first point of call prior to commencing primary research. Such evidence maps as used in development studies (Snilstveit et al., 2013) are a mapping of where there is paucity of knowledge, and serve to consolidate what has already been done, to inform theory-building. Evidence maps can be updated following every SR, which is then submitted to the database. In this way, researchers can understand what knowledge exists already, this reducing the costs of duplicated research efforts. Such evidence maps also enable researchers to directly identify the need for, and therefore the contributions of their work to knowledge, policy and practice (Phillips et al., 2015). Thus, evidence maps may be useful additions to management research given the high costs of SRs and the fragmented nature of the field.

### *The Way Forward*

We now turn to further considerations concerning ‘the way forward’ for SRm in management research. Along the same lines as Briner et al. (2009; see also Briner and Denyer, 2012), we recommend that SRs be conducted in such a way as to critically evaluate the quality of available knowledge, in particular, the quality of papers included in the review. Whilst we realise that doing a thorough quality appraisal is time-consuming, consistently using pre-defined quality criteria or critical appraisal tools (e.g., Rojon et al., 2011; Parris and Peachy, 2013; Sweeney et al., 2019) could contribute to making the evaluation process faster and easier – and will ultimately result in SRs reporting higher-quality evidence. It will be useful for researchers to present their inclusion and exclusion criteria for the sources of knowledge used in their SRs with reference to the quality of available papers in the subject area.

Evaluation within SRm can, amongst others, include the extent to which: (i) the methods used were defined and specified; (ii) the methodology enabled the research question(s) to be answered; (iii) the findings from the study were appropriately interpreted; and (iv) the findings were analysed and categorised, to reveal insights and contribute to knowledge as well as provide recommendations for future research, practice and policy (Abalos et al., 2001).

Synthesis is a very important component of SRm. Crucially, we see it as imperative to offer critical and conceptual synthesis, and in Table 1 we have provided a checklist and recommendations to guide good practice. As part of researchers' methodological considerations, a synthesis approach should be decided upon and this will require a review of existing synthesis approaches. At its core, the synthesis is a way to critically draw together the evidence from the primary research undertaken, and to assess the extent to which the SR has addressed its research questions and the insights gained from the literature. Importantly, especially considering the time constraints of management practitioners and policy-makers, the synthesis should be able to function as a standalone document that presents in a succinct manner i) the research question(s), ii) the rationale for the area(s) of focus, iii) evidence found, insights gleaned and how they have addressed the research question(s) together with iv) applicability for academia, practice and policy. It should also clearly identify areas where knowledge gaps exist. This will lead on to the section on limitations of the SR and suggestions of areas for future research. In this way, the synthesis will also provide a rich avenue for future refinement of the methodology in particular regarding the use and refinement of theoretical considerations.

SRs are not an end in themselves (Schlosser, 2007), but are conducted for a purpose, to provide more understanding and develop knowledge about a research area. Therefore, SRs in management research should be aimed at discovering and expanding the boundaries of

where knowledge lies in a specified subject area (Humphrey, 2011). This includes a widening of the scope for research, as well as a deeper interrogation of research questions and gaps in knowledge, to investigate how these gaps can be addressed. We encourage SR researchers to be bolder in articulating potential evidence for but also challenges against relevant explanatory theoretical frameworks.

Evidence is important in policy development and guiding managers (Waddington et al., 2018). Yet, primary studies are not usually in a format accessible by the decision-makers who need the knowledge provided in the research pieces. Syntheses of SRs go beyond literature review and can also reveal the evidence gaps that exist in an area of inquiry. Such reviews will need to be kept up-to-date to increase relevance in terms of scope, and frequency, to further ensure that management knowledge is consolidated. We further recommend that SRs put more focus on relevant methods for and articulations from a clearly articulated synthesis, which includes implications of research for theory, policy and practice (Waddington et al., 2018).

### **Conclusion**

Our article has provided a review of SRs in management research, together with suggestions of how future SRs can be conducted to increase the quality and quantity of SRs and ultimately contribute to the quality and comprehensiveness of management research more widely. With the exception of Adams et al. (2016a), who considered the use of grey literature within SRm, our paper is the only empirically based study to have analysed previous and current usage of SRs within management research. Our paper is also the first to synthesize a body of SRs in management research with particular reference to how SRm *per se* does not necessarily preclude any bias and subjectivity, but also the central importance of synthesis.

We found relatively little evidence on careful consideration of the latter and suggest this as an avenue for future development and enquiry.

We note that little mention was made by researchers of studies included in our review on how SRm can be changed or developed. We propose that a constant critical evaluation of how SRm can be improved upon, as we have offered here, will be beneficial to management research, to encourage a focus on continuous improvement of research work. On the basis of existing quality reviews in their fields, researchers can integrate and coalesce knowledge, and by so doing form building blocks of knowledge that can be assembled, combined and re-configured with one another. This, we suggest, is where future SRs in management research should be positioned.

**Footnotes**

<sup>1</sup> Please note that the percentages add up to more than 100 as papers with authors from more than one country (e.g., UK and Egypt) were counted doubly; in six instances it was not possible to determine authors' affiliations.

<sup>2</sup> Due to a highly positively skewed distribution of the data, obtaining the median and interquartile range was perceived to be a more accurate representation of these variables' central tendency and dispersion than the arithmetic mean and standard deviation.

<sup>3</sup> These are, respectively: 'systematic reviews differ from traditional narrative reviews by adopting a replicable, scientific and transparent process, in other words a detailed technology, that aims to minimize bias through exhaustive literature searches of published and unpublished studies and by providing an audit trail of the reviewers decisions, procedures and conclusions' (Tranfield et al., 2003, p. 209); 'a specific methodology that locates existing studies, selects and evaluates contributions, analyses and synthesizes data, and reports the evidence in such a way that allows reasonably clear conclusions to be reached about what we do and do not know' (Denyer and Tranfield, 2009; p. 671).

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*Figure 1 – Overview of SRm process*

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*Table 1 – Conducting SRs in management research: A checklist and set of recommendations to guide good practice*

SR Stage	Tranfield et al. (2003, p. 214)	Issues to Address	Examples of Good Practice from the Literature	Recommendations
<b>Theoretical Articulation</b>	N/A	As part of the review planning process, articulate clearly where and how a theoretical framework will be incorporated. Address a conceptual and theoretical framework either a priori or developed and derived from the primary literature. Ensure theoretical considerations are incorporated into discussion and conclusion	This aspect should permeate the entire review, rather than be addressed as a separate stage. For guidance on the use of theory see Sutton and Staw (1995) and Leavitt et al. (2010)	<p>In the planning stage, consider:</p> <p>a) Is there an existing conceptual or theoretical framework? If not, is the objective to derive this from the literature, and if so, how?</p> <p>For the analysis consider:</p> <p>a) A synthesis method which encourages theoretical development such as content coding, thematic analysis</p> <p>For the discussion consider:</p> <p>a) Have the findings been sufficiently theorized? What is the theoretical contribution to knowledge from which conclusions can be drawn?</p>

SR Stage	Tranfield et al. (2003, p. 214)	Issues to Address	Examples of Good Practice from the Literature	Recommendations
<b>Setting of Review Objectives/ Questions</b>	Stage I, Phase 1 and 2: preparation of review proposal and protocol	Clarity of review questions and relevance of review objectives to respective audience(s)	De Menezes and Kelliher (2011) provide clear research objectives and a review question and also state upfront the ways findings from their SR could be translated to research, practice and policy	Set out a clear framework for your SR from the outset including clarity about the intended audience, and consider the use of an expert panel: a) Is the SR relevant to research, practice and/or policy, or a combination? b) Are your review questions clear and unambiguous to your audience?
<b>Consider Epistemology and Paradigm</b>	Stage I, Phase 1 and 2; see also Table 1 in their original paper which outlines the divergence in management research (as opposed to positive paradigms where SRm originated)	The origins of SRm are positivist, however there is a growing body of alternative epistemologies including pragmatic, critical realist, realist evaluation or realist synthesis approaches	Aboal et al. (2014) highlight the importance of considering epistemology within SRm, describing their own approach as realist synthesis	Articulate your epistemology clearly in the relevant methods section and explain how this informs the synthesis method chosen

SR Stage	Tranfield et al. (2003, p. 214)	Issues to Address	Examples of Good Practice from the Literature	Recommendations
<b>The SRm Protocol &amp; Search Strategy</b>	Stage I, Phase 2: preparation of protocol	Ensure that search strategy and protocol are transparent and replicable	Baldacchino and colleagues (2015) offer a step-by-step methodology section which facilitates the critical analysis of the data synthesized. Greenhalgh et al. (2004), working with a complex body of evidence, developed a multi-faceted search strategy, including database and hand searches, as well as searches within own scholarly networks and tracking references of references, amongst others. As an aside, we note increasing journal requirements for pre-publication registration of SR protocols. Will such initiatives strengthen methodological rigor, or stifle the use of researcher judgment?	In the relevant methods section ensure that: <ul style="list-style-type: none"> <li>a) Inclusion and exclusion criteria are defined</li> <li>b) Defend any limiting parameters (e.g., date ranges)</li> <li>c) Set out a detailed protocol and consider your search strategy including keywords and databases used</li> <li>d) Pre-register your protocol, wherever possible</li> </ul>
<b>Methodological Refinements/ Alterations of Existing Standard Protocols</b>	N/A	It may be warranted to deviate from or add to existing 'best practice' protocols as befits your review question(s) and primary literature	Mariano and Awazu (2016) carried out longitudinal and other statistical analyses by way of understanding the development of their field of study	Justify clearly why and how you customized existing SR implementation guidelines and leave an audit trail for replicability for other researchers

SR Stage	Tranfield et al. (2003, p. 214)	Issues to Address	Examples of Good Practice from the Literature	Recommendations
<b>Inclusion of Grey Literature</b>	Stage I, phase 2: part of protocol development	Give consideration to the relevance of grey literature particularly where the review aims are linked to policy and/or practice	Adams et al. (2016a) offer guidelines for best practice on the inclusion of grey literature; we acknowledge the pragmatic challenges of casting the net wide particularly for unfunded reviews undertaken by practitioners	Address this by: a) Handsearching open source data b) Including practitioners and/or policy makers in your expert panel c) Where possible and relevant limiting the inclusion range by date or other parameters to consider pragmatic aspects
<b>Consider researcher judgment and 'bias'</b>	Stage II, Phase 4: selection of studies	There is always a judgment call on the part of researchers such as whether to conduct hand searches for further literature, contact experts or include specific literature or not (e.g., whether or not to 'cast the net wider' in case there is merely a small body of primary studies)	No one paper in our sample addressed this aspect comprehensively. We recommend researchers to engage in reflective practice on how search protocols, search strategies, inclusion criteria, quality and relevance appraisals may have impacted on any conclusions drawn	In the absence of guidance from the literature we suggest to: a) Address the issue of inclusion through discussion within the research team and consultation of an expert panel where appropriate b) Explicitly address the implications of literature inclusion in terms of SR limitations

SR Stage	Tranfield et al. (2003, p. 214)	Issues to Address	Examples of Good Practice from the Literature	Recommendations
<b>Quality Assessment and Filtering Process</b>	Stage II, Phase 4: quality assessment	Outline the quality assessment and your filtering process at each review stage. Consider the use of quality check lists, rather than ‘heuristics’ such as journal impact factors as a sole proxy for quality to ensure a holistic assessment process which is linked back to the review questions	Glover and colleagues (2014), offering a very clear methodological protocol, highlighted the importance of undertaking quality appraisal and explained their own assessment of paper quality in great detail. To this we add that relevance to the research question(s) (as well as how the primary literature answered the respective questions) should be integral to this process	Address this by: <ul style="list-style-type: none"> <li>a) Crafting your own quality check list as appropriate to your method and field and publishing this as part of the SR (e.g., as an appendix)</li> <li>b) Critically considering whether ‘more is better’, and conversely whether an overly restrictive approach will make the SR less insightful (e.g., only including RCTs)</li> <li>c) Considering whether qualitative and quantitative studies need to be evaluated separately (e.g., Parris &amp; Peachey, 2013)</li> </ul>

SR Stage	Tranfield et al. (2003, p. 214)	Issues to Address	Examples of Good Practice from the Literature	Recommendations
<b>Systematic Mapping</b>	Stage II, Phase 6: data extraction	Consider systematic mapping if this is relevant to your approach to outline where, when and how relevant literature has been published	The EPPI-Centre offers a variety of guidance documents that can assist in producing a systematic map of papers included (e.g., EPPI-Centre, 2003), which can be helpful for deciding what aspects might be relevant for a systematic mapping on one’s own topic (e.g., context and setting of the study, date, population focus, study design); numerous examples of SRs including systematic maps (e.g., Schucan Bird et al., 2015) available from the EPPI-Centre ( <a href="https://eppi.ioe.ac.uk/cms/">https://eppi.ioe.ac.uk/cms/</a> ) further contribute to understanding of systematic mapping	Consider from the outset if systematic mapping would enhance your understanding of the primary studies. If yes, include this as part of your methods section

For Review Only

SR Stage	Tranfield et al. (2003, p. 214)	Issues to Address	Examples of Good Practice from the Literature	Recommendations
<b>Synthesis</b>	Stage II, Phase 7: synthesis	Outline and defend your synthesis approach so that readers can backtrack how literature has been analyzed and evaluated. Consider the use of illustrations or tables to guide the reader. We argue that more consideration should be given to the choice of synthesis as part of the review planning	<p>Phelps et al. (2012) offer a transparent structure for their synthesis; Reay et al. (2009) utilize a helpful table to support their analysis; Sweeney et al. (2019) offer a simple ‘guide for analytical reading’ in eight steps which other researchers could adopt or adapt; Xia et al. (2018) provide an explicit account of content analysis for the synthesis including a table to guide the reader. Denyer et al. (2008) propose the CIMO framework to offer a design-oriented realist synthesis of the literature.</p> <p>Rather than as a distinct stage, theoretical consideration should permeate and be developed as part of the review process by asking “how well have we theorised the findings?”</p>	<p>Before you commence the review, consider the data from the scoping stage to determine:</p> <ol style="list-style-type: none"> <li>What kind of synthesis will be appropriate and feasible for your data?</li> <li>Which kind of synthesis will best answer your research questions?</li> <li>Are you competent to undertake the relevant synthesis, if not, is further training/development or expansion of the research team needed?</li> <li>Have you ‘pushed’ yourself to strive towards conceptual synthesis and a high level of abstraction?</li> </ol>
<b>Limitations of Primary Literature</b>		Address any limitations of the primary literature clearly, for instance with regards to generalizability to other samples and contexts	Morello and colleagues (2013) acknowledge the limitations of single site studies clearly in their discussion, thus setting appropriate caveats	Informed by your systematic mapping and the quality appraisals (see above) address this aspect explicitly in your limitations section

SR Stage	Tranfield et al. (2003, p. 214)	Issues to Address	Examples of Good Practice from the Literature	Recommendations
<b>Limitations of own Methodological Approach</b>		Openly acknowledge and discuss (consequences of) any potential limitations of your approach to data gathering and analysis	Hallinger (2018) considers limitations of their methodology, with particular emphasis on the data collection phase (e.g., their focus on papers written in English despite being aware that much research on their topic might be in French or Arabic) in a dedicated section of their discussion	Caveat the discussion where appropriate and keep implications tentative where needed  Address in the limitations section
<b>Implications</b>		Discuss implications of your SRs findings for theory, research, practice and/or policy	Many papers address solely implications for theory and research. An example of where implications of one’s SR findings besides theory and research are equally reflected upon is Abbasi and Nilsson’s (2012) paper on making supply chains environmentally sustainable, in which they consider also implications of their findings for policy-makers and managers within organizations	Address this by:  a) At a high level, considering the epistemology (what knowledge is in this context, where it comes from etc.); see also recommendations for grey literature b) Ensuring that practice and policy implications are spelled out in the discussion c) Reflecting on the extent to which SR was a collaborative process between different stakeholders (see e.g. Marcos & Denyer, 2012) to open up conversation d) Considering further dissemination through workshops etc. to increase likelihood of relevance to policy and practice

**Decision on IJMR-16-0356.R4 [email ref: DL-RW-2-a]**

02-Oct-2020

Dear Dr. Rojon

Re: IJMR-16-0356.R4 - Utilisation and Development of Systematic Reviews in Management Research: What Do We Know and Where Do We Go from Here?

The above manuscript which you submitted to the International Journal of Management Reviews has been reviewed and the comments are included at the bottom of this letter.

Thank you for the recent revision to your paper. The reviewers are now all happy with the paper, and I am pleased to say that your paper will be accepted subject to the final modifications indicated below. As a result, both Katie Bailey and myself, as Editors-in-chief have now had a final look at your paper. We think it makes a valuable methodological contribution to how literature reviews are completed, and fits well with the new section on review methods we have introduced at IJMR. Indeed, your paper could be the first paper to introduce this section.

We are absolutely delighted to hear that the three reviewers and yourselves are now happy with the paper. We thank you very much for your crucial editorial work in getting this paper to where it is now. We would be honoured if our paper were the first paper to introduce the new section on review methods at IJMR.

We have responded to the queries below and have used tracked changes in the manuscript itself.

Whilst we realise you have been through several rounds of revisions over the past 4 years, we would ask that you address some minor comments in a final revisions of the paper. First can you please respond to the final points made by reviewer 2.

Second, could you please make some comments (perhaps in the paper's limitations) on the following two points.

- Your review has chosen a random set of 40 papers, and this might detract from the validity of any claims about the approaches take by SRm authors.

We have now commented on this matter in the limitations, as suggested: "Moreover, some of our analyses pertained to a subset of SRs and, whilst we have provided a rationale for focusing on exactly 40 papers rather than reviewing in great detail all 391 papers, we acknowledge that that claims made on the basis of findings from a subset of SRs may be less valid compared to claims based on findings from

the whole sample. Future methodological research into SRs might thus seek to generalise the validity of our findings by undertaking similar analyses with different and larger samples of SRs.”

- We felt it slightly ironic that you criticise the literature for ignoring the grey literature and then highlight the fact that you ignored the grey literature in your own review as one of its shortcomings!

We take your point. That said, the focus of our review was on methodology, and grey literature is, generally speaking, not overly concerned with methods-heavy papers. Also, focusing on the academic literature meant that we could keep our synthesis manageable. That being said, we have integrated some references to grey literature sources in the part of the limitations section where we discuss this aspect: “Consequently, researchers wishing to further our study might focus their research on reviews published within grey sources, available, for instance, from CEBMa, the Campbell Collaboration or the EPPI-Centre.”

Finally, maybe you could reword or expand the following two sentences:

“Although scholars adopted similar methodological steps, we noted variability as overall detail on protocol and search strategy was favoured over detail on analysis and synthesis”. (abstract)

We have now rephrased this sentence as follows: “We found that whilst scholars adopted similar methodological steps, there was variability in focus, with more attention paid to explaining the SRm protocol and search strategy utilised, than on detailed analysis and synthesis of the included studies’ findings.”

and

“Although these aims pertaining to synthesis are clearly important, it was our hunch that guidance for how they might be achieved may yet be extant”. (p.12)

We have reworded and expanded on this sentence to read as follows: “Thus, an effective synthesis is a crucial component of any SR to highlight key findings and their applicability to research, practice and/or policy. That said, it was our assumption that guidance for how an effective synthesis might be achieved may be lacking.”

Thanks again for your continuing efforts with this paper, and we look forward to receiving a final version in due course.

I therefore invite you to respond to the comments and revise your manuscript. In doing so please refer to our guidelines for optimizing your article for search engines - <http://authorservices.wiley.com/bauthor/seo.asp>.

Your revised manuscript will not be sent out for further review but will be assessed by the Editors.

We would appreciate it if you could submit it by 30-Jan-2021.

Once again, thank you for submitting your manuscript to the International Journal of Management Reviews.

With kind regards

Dr Dermot Breslin

Co-Editor-in-Chief

International Journal of Management Reviews

**Associate Editor/Editor Comments to Author:**

Associate Editor

Comments to the Author:

(There are no comments.)

**Reviewer Comments to Author:**

**Reviewer: 1**

Comments to the Author

The manuscript demonstrates a significant improvement when compared the earlier versions. The authors have addressed the reviewers' comments satisfactorily. This systematic review will be a good contribution to the field of management.

**Reviewer: 2**

Comments to the Author

This manuscript is a further revision, which aims to capture what we have learnt from conducting systematic literature reviews in Management and Business Studies, and to shape further developments

in their execution. The authors are to be congratulated on the amendments to this paper, which have further improved it. The argument is clearer and more straightforward.

I have two concerns. First, it would help to summarise the recommendations you are making in a single table. Currently, they are scattered throughout the text, and implicit in the table comparing and aligning suggested improvements and exemplars with the original Tranfield et al (2003) method. Secondly, having described in some detail what has been done, and identifying key issues, I am left wondering “where next?”. I have some indications of things to consider, but no clear and firm prescriptions, especially of how to conduct a synthesis. This was, I believe, a primary concern of the Editor and some of the reviewers. You seem to have skirted around this issue.

**We have addressed these two concerns in the following manner:**

Firstly, as regards the additional table suggested by reviewer 2, we believe that an expansion of Table 1 offers a more suitable alternative to a separate, new table seeing that the recommendations we had provided in the text clearly map onto other aspects of Table 1. As not all recommendations are relevant to all SRs, we included a sentence in our revised manuscript asking researchers to apply their judgement when using them.

Secondly, we have now added further deliberations on “where next”, with focus on synthesis, in the section on “The Way Forward”; we also point here to the revised table which contains some recommendations regarding the synthesis stage.

Having said that, there is much that is commendable in this revision. It has been a Herculean effort on your part. I salute you.

**Reviewer: 3**

Comments to the Author

You have done a good job in addressing the reviewer's comments and I believe the paper is much stronger.

## Appendix 1

*Details of SRs included in review in alphabetical order (N = 391)*

<b>Article reference</b>	<b>Article keywords<sup>1</sup></b>	<b>Number of included articles (&amp; number of databases searched<sup>2</sup>)</b>	<b>Time span covered (&amp; years covered) in literature search</b>
Aaltonen, K. and Kujala, J. (2016).	(Project stakeholder landscapes, Stakeholder management, Stakeholder theory, Complexity, Uncertainty, Dynamism, Institutional context)	212(3)	1995–2015 (21)
Abbasi, M., and Nilsson, F. (2012).	(Environment, Logistics, Transport operations, Supply chain management, Sustainability, research, Sustainable development)	190(1)	n/a
Abidi, H., de Leeuw, S. and Klumpp, M. (2014).	(Performance measurement, Performance management, Humanitarian logistics, Humanitarian supply chains, KPI)	52(5)	1970–2012 (43)
Aboal, D., Noya, N. and Rius, A. (2014).	(Investment, institutions, Contracts, Judiciary, Business environment, Hold-up)	22(7)	1990-2010 (21)
Adams, A., Bessant, J. and Phelps, R. (2006).	(Management, Innovation, Strategy, Measurement, Commercialization)	n/a	n/a

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Adams, R. J., Smart, P. and Huff, A. S. (2016a).	(Grey literature, Systematic reviews, Management and Organization studies)	140 (5)	2003-2014 (12)
Adams, R., Jeanrenaud, S., Bessant, J., Denyer, D. and Overy, P. (2016b).	(Sustainability-oriented innovation, Systematic review, Organizational philosophy, Values)	127 (4)	1992-2012 (21)
Agarwal, N., Grottke, M., Mishra, S. and Brem, A. (2016).	(Bottom of the pyramid (BOP), Constraint-based innovations, Disruptive innovation, Emerging markets, Frugal innovation, Reverse innovation.)	117(4)	2002-2015(14)
Agostini, L., and Nosella, A. (2015).	(Inter-organizational relationship, Alliance, Marketing, Customer service)	84(2)	1981-2015 (35)
Al Ariss, A., and Crowley-Henry, M. (2013).	(Expatriate, Migrant workers, Self-initiated migration, Migration, International mobility, Job mobility)	110(2)	n/a
Alagaraja, M. (2012).	(Human resource development, Human resource management, Organizational performance)	248(3)	n/a
Albino, V., Dangelico A. N.,	(Alternative energy, Cement manufacturing, Systematic review)	110(10)	1990-2010 (21)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Natalicchio, A. and Yazan, D. M. (2011).			
Albliwi, S., Antony, J., Halim Lim, S. A. and Van der Wiele, T. (2014).	(Six sigma, Systematic review, Failure, Lean, Lean six sigma)	56 (4)	1995-2013 (19)
Alcázar, F., Fernández, P. and Gardey, G. (2013).	(Workforce diversity, Strategic human resource management, Human resource management, Human resource strategies.)	(1)	1990-2011 (22)
Aleu, F. and Van Aken, E.M. (2016).	(Continuous improvement, Critical success factors, Organizational performance)	98(4)	1996-2014 (19)
Alexander, A, Walker, H. and Naim, M. (2014).	(Strategy, Decision-making, Ethics, Supply chain management, Business ethics, Sustainability, Corporate responsibility, Operational research, Decision theory, Sustainable supply chains, Cynefin)	160(2)	n/a
Alhejji, H., Garavan, T., Carbery, R., O'Brien, F. and McGuire, D. (2016).	(Diversity training in organizations, Theory, Methodology, Business, Social justice, Learning perspectives)	61(7)	1994-2014(21)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Aliaga-Isla, R. and Rialp, A. (2013).	(Immigrant, Entrepreneurship, Entrepreneur, Systematic review)	45(3)	n/a
Almatrooshi, B., Singh, S. and Farouk, S. (2016).	(Organizational performance, Employee performance, Leadership competencies)	75(3)	n/a
Andersen, J., Jansson, C. and Ljungkvist, T.	(Resource-based value, Immobility, Competence, Evidence)	218(1)	1994-2015 (22)
Ankrah, S. and AL-Tabbaa, O. (2015).	(Universities-industry collaboration, Inter-organizational relationships, Systematic review, Knowledge and technology exchange.)	109(7)	1990-2014 (25)
Antonacopoulou, E. and Guttel, W. (2010).	(Induction, Socialization, Organizational culture)	20(2)	1986-2009 (24)
Ardito, L., Petruzzelli, M. and Albino, V. (2015).	(Technology, invention, New product introduction, Multilevel perspective)	113(4)	1990-2013 (24)
Arvai, J., Campbell-Arvai, V. and Steel, P. (2012).	(Decision-making, Sustainability, Systematic-review)	207(5)	1950-2011 (62)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Ashby, A., Leat, M. and Hudson-Smith M. (2012).	(Supply Chain Management: An International Journal)	134(3)	1983-2011 (29)
Aspelund, A., Madsen, T. and Moen, Ø. (2007).	(Business formation, International business, Globalization, Entrepreneurialism)	41(12)	1992-2004(13)
Audenaert, M., Vanderstraeten, A., Buyens, D. and Desmidt, S. (2014).	(Competency-based HRM, Vertical alignment, Internal alignment, Alignment of line managers, Alignment of employees, Process model)	54 (3)	1990-2010 (21)
Auld, G., Burlica, B., Mallett, A., Nolan-Poupart, F. and Slater, R. (2011).	(Climate policies, Low-carbon technology, Water management)	204(11)	1970-2011(42)
Avard, D., Jean, M. S., Gabrielle Grégoire, G. and Page, M. (2011).	(Public involvement, Genomics, Policy, Health)	70(3+)	1998-2009(12)
Awa, W., Plaumann, P. and Walter, U. (2010).	(Burnout, Worksite mental health, Prevention, Empowerment, Review)	25(3)	1995-2007(13)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Bae, S.-H. (2011).	(Nurse shortages, Patient outcomes, Systematic literature review, Work environments, Working conditions)	11 (6)	2000-2009(10)
Bailey, C., Madden, A., Alfes, K. and Fletcher, L. (2017	(Employee engagement, Task performance, Job design)	214(5)	1990-2013(24)
Bakhshi, J., Ireland, V. and Gorod, A. (2016).	(Project complexity, Complex projects, System of systems, Systematic review, Complexity theories, Histogram analysis)	423(10)	1990-2015(26)
Bakker, R. M. (2010).	(Organizational forms, Integrative framework)	95 (2)	1960-2008 (49)
Baldacchino, L., Ucbasaran, D., Cabantous, L. and Lockett, A. (2015).	(Intuition, Cognition entrepreneurship)	25(3)	1998-2013(16)
Bamberger, S., Vinding, A., Larsen, A., Nielsen, P., Fonager, K., Nielsen, R., Ryom, P. and Omland, Ø. (2012).	(Organisational change, Mental health, Risk)	17(5)	1990-2011(22)
Banke-Thomas, A. O., Madaj, B.,	(Value for money, Health economics, SROI, Social impact, Impact	40 (5)	1996-2014 (19)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Charles, A. and Van den Broek, N. (2015).	evaluation, Evaluation research, Health inequalities, Blended value accounting, Triple bottom line, Public health)		
Barends, E., Janssen, B., ten Have, W. and ten Have, S. (2014).	(Organizational change, Evidence, Research design, Replication, Validity, Systematic review)	563 (4)	1980-2010 (31)
Bartels, J. and Reinders, M. (2011).	(Consumer innovativeness, Propositional inventory, Systematic literature review, Innate innovativeness, Domain-specific innovativeness, Innovative behaviour.)	79(4)	1945-2008(64)
Becheikh, N., Landry, R. and Amara, N. (2006).	(Technological innovations, Innovation determinants, Innovation measurement, Manufacturing sector, Systematic review)	108(3)	1993-2013(11)
Becker, M. C. (2004).	(Organizational routines, Systematic review)	n/a	n/a
Beltagui, A, Darler, W. and Candi, M. (2015).	(Service experience, Innovation management, Measurement)	215(1)	n/a
Berends, H., and Antonacopoulo, E.	(Organizational learning, Dimension, Time)	75(3)	1986-2013(28)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
(2014).			
Bergenholtz, C. and Waldstrøm, C. (2011).	(Inter-organizational networks, Literature review, Methodology, Social network analysis, Citations)	306(1)	1997-2008(12)
Bertels, S., Papania, L. and Papania, D. (2010).	(Embedding sustainability, Organizational culture, Systematic review)	179(3)	n/a
Beske-Janssen, P., Johnson, M. and Schaltegger, S. (2015).	(Performance measurement, Performance measures, Sustainable supply chains)	140(4)	1995-2015(21)
Bills, L., Briggs, M., Browne, A., Gillespie, H., Gordon, J., Husbands, C., Shreeve, A., Still, C. and swatton, P. (2007).	(Initial teacher education, Management, Conceptual framework)	18(5)	1984-2004(21)
Bimrose, J., Barnes, S.-A. and Brown, J. (2005).	(Students, Career decision making, Career related interventions)	59 (10)	1995-2005 (11)
Birnik, A. and Bowma, C. (2007).	(Marketing mix, Management, Standardization, Multinationals)	84(6)	n/a

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Bitici, U., Garengo, P., Dörfler, V. and Nudurupat, S. (2012).	(Performance measurement, Management, Challenges, Strategic control, Emerging)	(5)	1980-2010(31)
Bititci, U., Ackermannb, F., Atesa, A., Davies, J., Gibb, S., MacBryde, J., Mackay, D., Maguire, C., van der Meer, R., and Shafti, F. (2011).	(Manage, Managerial, Management, process, Dynamic-capabilities)	130(5)	1990-2008(19)
Bjørnson, F. and Dingsøyr, T. (2008).	(Software engineering, Knowledge management, Learning software organization, Software process improvement, Systematic review)	68(4)	1990-2006(17)
Blackman, A., Moscardo, G. and Gray, D. (2016).	(Coaching, Business coaching, Coaching effectiveness, Coaching research, Systematic review)	111(10)	2005-2015(11)
Bocconcelli, R., Cioppi, M., Fortezza,F., Francioni, B., Pagano, A., Savelli, E. and Splendiani, S. (2016).	(SMEs, Entrepreneurship, Marketing)	310	2006-2015(10)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Boiral, O. (2012).	(ISO 9000, Certification, Effectiveness, Impacts, Systematic review)	111(3)	1994-2008(15)
Boiral, O., Guillaumie, L., Heras-Saizarbitoria, I. and Tene, C. (2017).	(ISO 14001, Certification, Adoption, Outcomes, Impact, Performance)	94(4)	1996-2015(20)
Boon, C., Den Hartog, D. N. and Lepak, D. P. (2019)	strategic human resource management; human resource management systems; HR systems; HR bundles; synergies; internal fit; horizontal fit; review	495(3)	n/a
Bouncken, R., Gast, J., Kraus, S. and Bogers, M. (2015).	(Competition, Cooperation and competition, Inter-organizational relationships, Systematic review, State-of-the-Art.)	82(10)	1996-2014(19)
Bouwman, R. and Grimmelikhuijsen, S. (2016).	(Causality, Experiments, Literature review, Methodological innovation, Public management research, Replication)	42(1)	1992-2014(23)
Bowen, F., Newenham-Kahindi, A. and Herremans, I. (2008).	(Citizens, Community engagement, Community groups, Corporate philanthropy, social partnerships, social strategy, stakeholder engagement, systematic review)	206(3)	1984-2007(24)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Bowen, F., Newenham-Kahindi, A. and Herremans, I. (2010).	(Citizens, community engagement, community groups, corporate philanthropy, Social partnerships, Social strategy, Stakeholder engagement, Systematic review)	206(3)	1984-2007(24)
Brammer, S., Hojmosse, S. and Millington, A. (2011).	(Supply chains, Sustainability, Systematic review)	194(2)	n/a
Brazauskaite, I., Auruskeviciene, V. and Gerbutaviciene, Are. (2014).	(Private label management, Retail, Consumer profiling, National brands)	n/a	n/a
Brown, P., Fraser, K., Wong, C.A., Muise, M. & Cummings G. (2013).	(Intention to stay, Nurse managers, Retention, Systematic review, Work/life balance)	(11)13	1985-2009(25)
Buljac-Samardzic, M., Dekker-van Doorn, C., van Wijngaarden, J. and	(Team tool(s), Team intervention(s), Team building, Team development, Team training, Team innovation, Team program, Team	48(4)	1990-2008(19)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
van Wijk, K. (2010).	education, Team work, Team improve(ment) and Team management)		
Burgess, K., Singh, P. J., Koroglu, R. (2006).	(Supply chain management, Literature, Research)	100(1)	1985-2003(19)
Butler, M., O'Broin, H., Lee, N. and Senior, C. (2016).	(Cognitive neuroscience, Management, Business, Organization, Leadership)	40(2)	2007-2014(8)
Cacciotti, G. and Hayton, J. (2015).	(Fear, Entrepreneur, Entrepreneurship, Failure)	44(3)	1989-2014(26)
Calabrò, A. (2011).	(Public service organizations, Good governance systems)	184(4)	1970-2009(40)
Cameron, A. and R. Lart (2005).	(Joint working, Research evidence, Systematic review)	38 (4)	1983-2003 (21)
Candelin-Palmqvist, H., Sandberg, B. and Mylly, U. (2012).	(Appropriability, Copyright, Counterfeiting, Counterfeit, Geographical indication, Industrial design, Intellectual property, Intellectual property right, Patent, pirating, Pirate, Trademark, IP, IPR)	111(1)	1970-2009(40)
Caputo, A., Pellegrini, M., Dabic, M. and Dana, L. (2016).	(Internationalisation, FDI, Export, Central and Eastern Europe, CEE)	30(1)	2000-2015(16)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Carden, L. and Egan, T. (2008).	(Project Management, Project, Project planning)	98(2)	1968-2004(37)
Carpenter, M. A., Li, M. and Jiang, H. (2012).	(Social networks, Network research in organizational contexts, Network methodology)	n/a	n/a
Casimir, G. and Tobi, H. (2011).	(Household, Theories, Qualitative research, Coding, Atlas.ti.)	58(1)	2000-2010(12)
Cerchione, R. and Esposito, E. (2016).	(Barriers, Factors affecting KM, KMSs, Knowledge management, Performance, Knowledge creation, Knowledge transfer, Knowledge sharing, Knowledge storage, Knowledge application, Supply chain)	82(2)	1960-2014(55)
Chan, Z., Tam, W., Lung, M., Wong, W. and Chau, C. (2012).	(Assertiveness, Performance-orientation, Prior notification, Product Placement, Prominence, Systematic review)	n/a	n/a
Chan, F. (2013).	(Intention to leave, Nurses, Nursing shortage, Review, Turnover)	31(6)	2001-2010(10)
Chen, V., Li, Y. and Hambright, S. (2016).	(China, Emerging markets, Outward FDI, Empirical review, Regulatory institutions)	26(14)	1996-2015(20)
Cheng, L., Wen, D. and Jiang, C.	(Canonical model, Case study, Construction enterprise, Performance,	n/a	n/a

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
(2014).	Excellence model)		
Cheng, M. (2016).	(Sharing economy, Collaborative consumption, Co-citation analysis, Content analysis, Tourism and hospitality.)	66(3)	2010-2015(6)
Cheung, C. and Thadani, D. (2012).	(Electronic word-of-mouth, EWOM, Consumer purchase decision, Social communication, Literature analysis, Dual-process theory, Interpersonal influence)	47(8)	2000-2010(11)
Chicksand, D., Watson, G., Walker, H., Radnor, Z. and Johnston, R. (2012).	(Supply chain management, Literature, Purchasing)	1113(1)	1994-2010(17)
Cho, Y. and Egan, T. (2009).	(Action learning, Systematic literature review, Human resource development)	50(2)	2000-2007(8)
Choong, K. (2013).	(Business process, Process management, Research work, Journals,	30(3)	1980-2011(32)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
	Business process management, Performance measurement, Performance measurement system)		
Choong, K. (2014).	(Performance measurement, Performance measurement system, Organisation)	30(5)	1980-2011(32)
Christoffersen, J. (2013).	(International strategic alliance, Antecedents, Performance)	165	1992-2012(21)
Clarke, I. and Banga, S. (2010).	(Small stores, Social and economic role, Independent outlets, Evidence, Systematic literature review, Retail regulation, Planning policy, UK)	180(4)	1996-2008(13)
Claus, L. and Briscoe, D. (2009).	(Employee performance management, Performance appraisal, Expatriate)	64(4)	1985-2005(21)
Colicchia, C. and F. Strozzi (2012).	(Supply chain risk management, Systematic literature review, Citation network analysis, Supply chain management, Risk management)	55 (1)	1994-2010 (17)
Coombes, P. H. and Nicholson, J. D.	(Bibliometrics, Business models	117	1970-2011(42)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
(2013).	Citation analysis, Industrial marketing, Value co-creation)		
Costa, E., Soares, A. and de Sousa, J. (2016).	(Systematic literature review, Internationalisation, Information management, Knowledge management, Collaboration.)	38(2)	1995-2014(20)
Cotte, J. and Trudel, R. (2009).	(Socially conscious consumerism, Systematic review)	91(9)	1970-2009(40)
Cowden, t., Cummings, G. and Profetto-Mcgrath, J. (2011).	(Intent to leave, intent to stay, Leadership, Staff nurses, Systematic review)	23(6)	1985-2010(26)
Crema, M. and Verbano, C. (2013).	(Health lean management, Patient safety, Clinical errors, Health care quality, Clinical process improvement)	47(5)	2004-2013(10)
Crema, M. and Verbano, C. (2015).	(Lean thinking, Hospital management, Quality management, Clinical risk management, Clinical process, Health lean management)	46(5)	2004-2012(9)
Crossan, M. M. and M. Apaydin (2010).	(Organizational innovation)	524 (1)	1981-2008 (28)
Curseu, P., Schalk, R. and Wessel, I. (2008).	(Information exchange, Virtual work, Communication technologies, Team working)	n/a	n/a

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Dada, O. (2016).	(Autonomy, Franchise, Entrepreneurship)	49(6)	1995-2013(19)
Daouk-Oyry, L., Anouze, A. L., Otaki, F., Dumit, N. Y. and Osman, I. (2014).	(Absenteeism, Healthcare management, Joint model, Multilevel, Nurse, Turnover)	41 (2)	2007-2013 (7)
Dato-on, M. and Kalakay, J. (2016).	(Social Entrepreneurship (SE) definitions, Systematic literature review)	58(3)	1997-2014(18)
Davey, M., Cummings, G., Newburn-Cook, C. and LO, E. (2009).	(Absenteeism, Nurse, Predictors, Systematic review)	14(10)	1986-2006(31)
Davies, P. (2000).	(Key account management, Strategic account management, Sales management, Industrial marketing, Implementation)	204(1)	(3)
de Almeida, M., Marins, F., Salgado, A., Santos, F. and de Silva, S. (2015).	(Supply chain management, Bullwhip effect, Trust, Collaboration)	24(6)	1990-2014(25)
De Croon, E., Sluiter, J., Kuijer, P.	(Office, Health, Performance)	49(7)	1972-2003(32)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
and Frings-Dresen, M. (2005).	(Quality of working life, Chronic diseases, Return-to-work, Work continuation, Systematic review)	61 (3)	1988-2014 (27)
Tamminga, S. J. and Frings-Dresen, M. H. W. (2015).	(Flexible working arrangements, Work-related outcomes, Employee outcomes)	148 (3)	1974-2008 (35)
De Menezes, L. M. and Kelliher, C. (2011).	(Entrepreneurial team, Teamwork, Cognition)	44(6)	1993-2013(21)
de Mol, E., Khapova, S. and Elfring, T. (2015).	(New product development, Order entrypoints, Product life-cycle management, Outsourcing, Concurrent engineering, Productivity, Supplier involvement)	49(3)	1991-2012(22)
Kreutzfeldt, J. (2013).	(Inter-organizational trust, Supply chain, Supply chain management, Trust, Empirical literature, Outcomes, Meta-analysis, Review, Channel relationships)	56 (3)	1990-2010 (21)
Delbufalo, E. (2012).			

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Delgado Garcia, J., De Quevedo Puente, E. and Mazagatos, V. (2015).	(Entrepreneurship, Emotion, Mood)	65(5)	n/a
Deligkaris, P., Panagopoulou, E., Montgomery, A. J. and Masoura, E. (2014).	(Burnout, Cognitive, Working memory, Executive functions, Work stress, Exhaustion)	15 (3)	2005-2013 (9)
Demangeot, C. and Broderick, A. (2010).	(Consumer perception, Online shopping environments)	33(2)	2000-2009(10)
Denk, N., Kaufmann, L. and Carter, C. (2012).	(Qualitative research, Grounded theory, Literature review, Supply chain management, Research)	32	2004-2009(6)
Denti, L. and Hemlin, S. (2012).	(Leadership, innovation, Creativity, LMX, Leader member exchange, Transformational leadership, Transactional leadership, Review)	30(11)	n/a
Derrick, G. and Nickson, A. (2014).	(Research support, Research management, Technology transfer, Knowledge transfer, Commercialisation, Research collaboration)	98(1)	2003-2013(11)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Dienes, D., Sassen, S. and Fischer, J. (2016).	(CSR disclosure, Sustainability reporting, Corporate social, Responsibility reporting, Sustainability, Sustainable development)	316(4)	2000-2015(16)
Dobrow, S., Chandler, D., Murphy, W. and Kram, K. (2011).	(Developmental networks, Mentoring, Mutuality, Relational, Careers, Protégé, Developer)	n/a	n/a
Dorasamy, M., Raman, M. and Kaliannan, M. (2013).	(Roles, Emergency management, Information systems, Disaster, Knowledge management systems, Forecasting)	51(2)	1991-2011(21)
Dorn, S., Schweiger, B. and Albers, S. (2016).	(Competition, Simultaneous cooperation and Competition, Systematic literature review)	169(3)	1992-2014(23)
Dubey, R. (2015).	(Total quality management, Human resource management, Methodology)	132(1)	n/a
Durach, C., Wieland A. and Machuca, J. (2015).	(Antecedents, Systematic literature review, Dimensions, Supply chain robustness)	94(2)	n/a
Durst, S. and Edvardsson, I. (2012).	(Knowledge management, Small to medium-sized enterprises,	36(1)	2001-2011(11)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
	Systematic review, Entrepreneurship, Research)		
Durugbo, C. (2015).	(Collaborative networked organisations, Virtual organizations, Virtual enterprises, Information technology, Information systems)	160(2)	n/a
Dyba, T. and Dingsøy, T. (2008).	(Empirical software engineering, Evidence-based software engineering, Systematic review, Research synthesis, Agile software development, XP, Extreme programming, Scrum)	36(8)	n/a
Eddama, O. and Coast, J. (2008).	(Economic evaluation, Evidence, Decision-making.)	40(4)	(30)
El Ouiridia, A., El Ouiridia, M., Segersa, J. and Henderickx, E. (2015).	(Social media technologies, Employees, Methodological review, Thematic review, Systematic literature review, Social media research)	66(6)	2008-2014(7)
Ellegaard, C., Medlin, C. and Geersbo, J. (2014).	(Value, Research agenda, Value creation, Literature review, Business exchange, Value appropriation)	280+(5)	n/a
Ellwood, P., Grimshaw, P. and Pandza, K. (2016).	(Innovation, Speed, Acceleration, Challenges)	71(4)	1990-2015(26)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Emmanuel, C., Harris, E. and komakech, S. (2010).	(Capital, Investments, Managers, Decision making, Investment appraisal)	16	1990-2009(21)
Emmert, M., Eijkenaar, F., Kemter, H., Esslinger, A. and Schoffski, O. (2012).	(Pay-for-performance, P4P, Economic evaluation, Efficiency, ROI, Cost-effectiveness)	9(6)	2000-2010(11)
Endres, S. and Weibler, J. (2016).	(RSCL, Relationality movement, Leadership, Social construction)	47(3)	n/a
Eriksson, T. (2013).	(Dynamic capabilities, Research methods, Review, Literature review, Research, Research work)	142(2)	n/a
Eva, N., Robin, M., Sendjaya, S. van Dierendonck, D. and Liden, R. C. (2019)	Servant leadership, Leadership, Leader, Systematic literature review, Literature review	270(10)	1998-2018(20)
Fabbe-Costes, N. and Jahre, M. (2007).	(Supply chain management, Integration, Performance levels)	19(5)	2000-2006(7)
Falkner, E. and Hiebl, M. (2015).	(Risk management, SME, Small and medium-sized enterprises)	27(7)	1984-2014(31)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Farashahi, M., Hafsi, T. and Molz, R. (2005).	(Institution, Research, Social realities)	101(1)	1983-2002(20)
Fastoso, F. and Whitelock, J. (2011).	(Marketing research, Journals, Delphi method, Latin America)	22(2)	2000-2010(11)
Fayezi, S., O'Loughlin, A. and Zutshi, A. (2012).	(Agency theory, Supply chain management, Behaviour uncertainty, Relationship management, Collaboration, Literature review, Research results, Uncertainty management)	19(4)	1973-2011(39)
Ferdinand, A. and Menachemi, N. (2014).	(Driving performance, Secondary tasks, Systematic review)	206(5)	1968-2012(45)
Finnegan, C., Runyan, R., Gonzalez-Padron, T. and Hyun, J. (2016).	(Research diversity, Rigor levels, Retail marketing)	600	1999-2010(12)
Finney, C., Stergiopoulos, E., Hensel, J., Bonato, S. and Dewa, C. S. (2013).	(Organizational stressors, Job stress, Burnout, Correctional officers)	8 (4)	1999-2012 (14)
Fischer, K. (2012).	(Fourth hurdle, Reimbursement, Resource allocation, Pharmaceutical,	32(5)	1993-2011(19)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
	Drug formulary, Quantitative methods)		
Fischl, M., Scherrer-Rathje, M. and Friedli, T. (2014).	(Procurement, Supply chain risk management, Purchasing, Consumption factors, Price risks, Supply risk management)	138(5)	n/a
Flint A. and Webster J. (2013).	n/a	0(6)	n/a
Flodgren, G., Eccles, M., Shepperd, S., Scott, A., Parmelli, E. and Beyer, F. (2011).	(Humans)	4(11)	n/a
Franco-Santos, M. and Bourne, M. (2005).	(Performance measurement systems, Performance measurement, Performance measures.)	n/a	n/a
Frishammar, J., Kurkkio, M., Abrahamsson, L. and Lichtenthaler, U. (2012).	(Capabilities, Literature review, Manufacturing, Process development, Process innovation, Process technologies, Production technologies.)	47(8)	n/a
Frynas, J. and Stephens, S. (2015).	(Corporate social responsibility, Politics, Impacts)	146	2000-2013(14)
Fulmer, C. A. and Gelfand, M. J.	(Trust, Trust processes, Levels of analysis, Organizations, Teams)	375 (2)	2000-2011 (12)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
(2012).			
Furlan, A., Gnam, W., Carnide, N., Irvin, E., Amick, B., DeRangi, K., McMaster, R., Cullen, K., Slack, T., Brouwer, S. and Bultman, U. (2011).	(Depression, Workplace, Intervention practices, Systematic review)	24(6)	1997-2009(13)
Gallardo-Gallardo, E. and Thunnissen, M. (2016).	(Talent management, Talent, Empirical research, Literature review)	96(2)	2006-2014(9)
Gamble, J., Brennan, M. and McAdam, R. (2016).	(User-centric innovation, UCI, user communities, Co-creation, UGC, Crowdsourcing, Crowdfunding.)	88(3)	2005-2013(9)
Garengo, P., Biazzo, S. and Bititci, S. (2005).	(Performance measurement systems, SMEs, Management development)	8(5)	1984-2004(21)
Genaidy, A., Sequeira, R., Tolaymat,	(Management and science models, Sustainable enterprise	27(4)	n/a

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
T., Kohler, J., Wallace, S. and Rinder, M. (2010).	Social/environmental/economic, Determinants of sustainability)		
Gerald, J., Maylor, H. and Williams, T. (2011).	(Complexity, Uncertainty, Pace, Socio-political complexity, Structural complexity, Typology, Lived experience, Project management, Systematic review, Operations management)	47(2)	1996-2010(15)
Germain, P. and Cummings, G. (2010).	(Nurse motivation, Nurse performance, Nursing leadership, Systemic review)	8(6)	n/a
Ghadge, A., Dani, S. and Kalawsky, R. (2012).	(Supply chain management, Risk management, Supply chain risk management, Systematic literature review, Text mining)	120	2000-2010(11)
Gherhes, C., Williams, N., Vorley, T. and Vasconcelos, A. (2016).	(Entrepreneurship, Systematic literature review, Policy, Small and medium enterprises, Growth constraints, Micro-business)	59(4)	1980-2015(36)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Ghezzi, A., Gabelloni, D., Martini, A. and Natalicchio, A. (2017).	(Crowdsourcing, Innovation, Management)	121(1)	2006-2015(10)
Ghumman, S., Ryan, A., Barclay, L. and Markel, K. (2013).	(Religious discrimination, Civil rights act, Religious diversity Religious harassment, Religious accommodations, Religious expression)	24(2)	n/a
Giambatista, R.C., Rowe, W. G. and Riaz, S. (2005).	(Leader succession, Succession antecedents, Succession consequences, CEO succession, Succession review)	61 (4)	1994-2003 (10)
Gilliam, S., Siriwardena, A. and Steel, N. (2012).	(Primary care, General practice, Pay for performance, Reimbursement, Incentive, Quality of health care, Quality improvement, Review, Systematic)	94(3)	2004-2011(8)
Gimenez, C. and Tachizawa, E. M. (2012).	(Sustainable supply chains, Sustainability, Structured literature review, Research, Supply chain management, Sustainable	41 (8)	1996-2011 (16)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
	development)		
Gittins, T. and Fink, M. (2015).	(Migration, Informal learning, Human capital, SMEs)	51(3)	2000-2011(12)
Glaser, A., Slimane, S., Auplat, C. and Coeurderoy, R. (2016	(Entrepreneurship, Sustainability, Barriers, Nanotechnology, Public policy, Enabling factors)	5(2)	n/a
Glienke, N. and Guenther, E. (2016).	(Climate change, Corporate strategy, Systematic literature review)	72(3)	1995-2013(19)
Gligor, D. and Holcomb, M. (2012).	(Agility, Logistics capabilities, Supply chain orientation, Supply chain agility, Supply chain management, Distribution management)	31(1)	1991-2010(20)
Gligor, M. (2014).	(Demand management, Agility, Sales and operations planning, Channel management, Supply management, Supply chain agility, Demand and supply integration)	242(1)	1991-2014(24)
Glover, W., Farris, J. and Van Aken, E. (2014).	(Kaizen Events, Process Improvement, Systematic Literature Review)	195(6)	1993-2012(20)
Goduscheit, R. and Jørgensen, J.	(User toolkits for innovation, Literature review, Customer-active	76(5)	2001-2011(11)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
(2013).	paradigm.)		
Gomezelj, D. (2016).	(Innovation, Tourism, Hospitality)	152(3)	1990-2014(115)
González, L. S., Rubio, F. G.,	(Business process re-engineering, Measurement, Process management, Research work)	19 (6)	1799-2008 (210)
González, F. R. and Velthuis, M. P. (2011			
Gravel, K., Légaré, F. and Graham, I. (2006).	(Shared decision-making, Participation of patient in decision, Decision aids, Decision support)	28(4)	1990-2006(27)
Gray, B. and Stites, J. P. (2013).	(Sustainability, Partnerships, Collaboration)	n/a	2000-2012(13)
Greenhalgh, T., Robert, G., MacFarlane, F., Bate, P. and Kyriakidou, O. (2004).	(Innovation, Service organization, Diffusion)	495 (15)	n/a

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Greer, C. and Lei, D. (2011).	(Co-creation, Co-development, Co-innovation, Co-production, Collaborative innovation, Customer new product development, Joint development, Lead users, Participatory innovation and User-centric innovation)	(1)	n/a
Greer, T. W. and Stiles, A. C. (2016).	(Repatriates, Repatriation, Organization development, Positive model of planned change, Appreciative inquiry, Human resource development (HRD))	67 (1)	1998-2014 (17)
Grubic, T. and Fan, I. (2010).	(Supply chain, Ontology, Evaluation, Information system, Interoperability)	(8)	n/a
Gustafsson, R., Jaaskelainen, M., Maula, M. and Uotila, J. (2016).	(Industry, Emergence, Evolution)	65(2)	n/a
Hadida, A. (2009).	(Cinema, Film, Motion picture and Movie)	135(1)	1977-2006(30)
Hakala, H. (2011).	(Strategic, Marketing, entrepreneurial, Technology, Learning orientation)	67(3)	1987-2010(24)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Halilem, N. (2010).	(Triple helix, University, Researcher's activities, Researcher's roles)	98(7)	1995-2006(12)
Hallinger, R. (2018)	Review of research, Africa, leadership, management, principal	506(1)	n/a
Hansen, E. and Schaltegger, S. (2016).	(Corporate social responsibility (CSR), Corporate sustainability, Performance management and measurement, Balanced scorecard, Strategy maps, Systematic literature review)	69(8)	1994-2003(20)
Hassard, J., Teoh, K. R. H., Visockaite, G., Dewe, P. and Cox, T. (2018)	work-related stress, cost-of-illness study, society, burden of illness, systematic review	15(9)	n/a
Hemm, C., Dagnan, D. and Meyer, T. D. (2015).	(Training needs, Healthcare, Intellectual disability)	13 (5)	1996-2006 (11)
Hiebl, M. (2012).	(Family firms, Risk management, Risk aversion, Risk taking)	29(7)	1999-2012(14)
Hietschold, N., Reinhardt, R. and Gurtner, S. (2014).	(Total quality management, Implementation, Critical success factors)	145 (3)	1990-2012 (23)
Higgins, A. and O'Halloran, P.	(Sickness absence, Occupational health, Management Organisations)	269(10)	1950-2011(62)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
(2012).			
Hiller, N., DeChurch, L., Murase, T. and Doty, D. (2011).	(Leadership, Outcomes, Leader-member exchange, LMX, transformational, Review, Upper echelons, Criterion issues)	1161	1985-2009(25)
Hogh, A. and Viitasara, E. (2005).	(Violence, Workplace, Work-related violence, Work-related threats of violence, Staff, Longitudinal, Prospective, and Follow-up studies.)	16(2)	n/a
Hohenstein, N., Feisel, E., Hartmann, E. and Giunipero, L. (2015)	(Supply chain disruptions, Systematic literature review, Supply chain resilience, Resiliency, Sand cone model, Supply chain elements, Supply chain risk management, Supply chain vulnerability)	67(7)	2003-2013(11)
Homberg, F. and Bui, H. (2013).	(Top management team, Diversity, Meta-regression analysis, Performance)	53(3)	2000-2010(11)
Hossain, M. and Kauranen, I. (2016).	(Innovation, SMEs, Technology, Entrepreneurship, Open innovation, Collaboration)	51(2)	2006-2013(8)
Hua, N. (2016).	(Tourism, Electronic commerce, Performance measurement, Hospitality industry, Hospitality, E-commerce performance)	155(3)	n/a

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Hueske, A.-K. and Guenther, E. (2015).	(Innovation, Barrier research, External stakeholders, Organizations, Groups, Individuals)	188 (8)	1981-2012 (32)
Inkinen, H. (2015).	(Performance, Empirical, Intellectual capital, Systematic review)	54 (1)	1998-2013 (16)
Inkinen, H. (2016).	(Performance, Review, Empirical, Knowledge management, Knowledge management practices)	32(1)	2003-2015(13)
Iqbal, M., Akbar, S. and Budhwar. , P. (2015).	(Performance appraisal, EPA, Measurement, Accuracy)	127(2)	2000-2014(15)
Islam, J. and Rahman, Z. (2016).	(Customer engagement, Literature review, Consumer engagement, Consumer brand engagement, Customer brand engagement)	66(4)	2005-2015(11)
Jafari, H. (2015).	(Performance, Systematic literature review, Postponement, Uncertainty, Logistics flexibility)	100(8)	1998-2014(17)
Jalonen, H. (2011).	(Innovation, Uncertainty, Literature review)	101(4)	n/a
Johns, B. and Torres, T. (2005).	(Health care costs, Health care delivery, Scaling up, Review)	22	1975-2002(28)
Johnson, M. and Schaltegger, S.	(Sustainability management tools, SMEs)	112(7)	1991-2011(21)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
(2015).			
Johnson, T., Mikkelsen, O. and Paulraj, A. (2016).	(Nordic research, Literature review, Purchasing, Supply management)	144	1990-2013(24)
Kache, F. and Seuring, S. (2014).	(Content analysis, Literature review, Supply chain management, Collaboration and integration, Contingency analysis, Risk and performance)	103(4)	1989-2012(24)
Kalluri, V. and Kodali, R. (2014).	(Innovation, Product design)	1127(4+)	1998-2009(12)
Kamal, M. M. and Irani, Z. (2014).	(Supply chain management, Systematic literature review, Supply chain integration, Developments, Factors, Integration approaches)	293 (1)	2000-2013 (14)
Kang, S. and Lee, K. (2016).	(Corporate sustainability, Sustainable development, Corporate environmental strategy, Green management)	48(33)	1990-2013(24)
Karjalainen, K., Kemppainen, K. and van Raaij, E. (2009).	(Maverick buying, Deviant behaviour, Non-compliance, Contract compliance)	39(2)	n/a
Karuraranga, E., Musonera, E. and	(Product Adaptation, Globalization and International Trade)	58	2000-2011(12)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Poulin, A. (2012).			
Kauppi, K., Moxham, C. and Bamford, D. (2013).	(Research agenda, Supply chain management, Operations management, Sport industry)	34(3)	1993-2011(19)
Kaval, P. (2011).	(Ecological impacts, Evaluation, Systematic review)	180(6)	2000-2010(11)
Kembro, J. and Näslund, D. (2014).	(Supply chain management, Information sharing, Systematic literature review)	82(2)	2000-2012(13)
Keränen, J., Piirainen, K. A. and Salminen, R. T. (2012).	(Business-to-business branding, Branding, research issues, Systematic review, Literature review)	73 (5)	1973-2010 (38)
Keupp, M. M. and Gassmann, O. (2009).	(International entrepreneurship, International management, Entrepreneurship, New ventures)	179	1994-2007(14)
Keupp, M. M., Palmié, M. and Gassmann, O. (2012).	(Strategic management, Innovation)	342	1992-2010 (19)
Kilubi, I. (2016).	(Strategic partner, R&D partner/ Technology, Innovation, Product development, Capabilities.)	26(6)	1992-2014(23)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Kirchberger, M. and Pohl, L. (2016).	(Technology commercialization, Transfer channels, Success factors, Technology innovation)	140(1)	1987-2013(27)
Kitchenham, B., Mendes, E. and Travasso, G. (2007).	(Cost estimation models, Cross-company data, Within-company data, Estimation accuracy, Systematic review)	10(6)	1999-2004(6)
Kiwanuka, S. N., Kinengyere, A. A., Rutebemberwa, E., Nalwadda, C., Ssenkooba, F., Olico-Okui and Pariyo, G. W. (2011).	(Dual practice, Regulatory mechanism, Health sector)	(9)	n/a
Klang, D., Wallnöfer, M. and Hacklin, F. (2014).	(Business model, Antecedents, Paradox)	54 (1)	n/a
Klewitz, J. and Hansen, E. (2014).	(Sustainability-oriented innovation, Eco-innovation, SMEs, Systematic review, Sustainability strategy, Sustainable entrepreneurship)	84(5)	n/a
Knoben, J. and Oerlemans, L.A.G.	(Inter-organizational collaboration, Geographical proximity,	(2)	1971-2005(35)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
(2006).	Technological proximity)		
Ko, M., Tiwari, A. and Mehnen, J. (2010).	(Soft computing, Logistics, Supply chain management)	163 (5)	1990-2008 (19)
Kokko, R. (2011).	(Cultural competence in nursing, Learning experiences, Student exchange, Study abroad)	7(2)	2000-2009(10)
Kokkonen, A. and Alin, P. (2015).	(Human behaviour, Learning, Practice, Project, Social science)	15(2)	n/a
Koopmans, L., Bernaards, C., Hildebrandt, V., Schaufeli, W., de Vet, H. and van der Beek, A. (2011).	(Individual work performance, Conceptual framework)	58(4)	n/a
Kothari, A., Hovanec, N., Hastie, R. and Sibbald, S. (2011).	(Knowledge management, Business sector, Health care sector)	83 (7)	2000-2009 (10)
Kraus, S., Meier, F. and Niemand, T. (2016).	(Experiment, Literature review, Entrepreneurship research, Field experiment, Laboratory experiment, State of the art)	47(10)	1990-2016(27)
Kroll, A. (2014).	(Public managers, Performance information)	24(3)	n/a

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Kunisch, S., Menz, M. and Ambos, B. (2015).	(Corporate headquarters, International business, Strategy, Organization)	66(2)	1987-2012(26)
Laaksonen, O. and Peltoniemi, M. (2016).	(Dynamic, Capability, Measurement, Management, Performance)	144(1)	1956-2015(60)
Lafferty, B., Lueth, A. and McCafferty, R. (2016).	(Cause-related marketing (CRM), Strategy)	107(2)	1992-2016(25)
Lamb, N. and Roundy, P. (2016).	(Board of directors, Corporate governance, Upper echelons, Board interlock, Interlocking directorate)	81(6)	1969-2014(46)
Lee, C., Yiu, T. and Cheng, S. (2016).	(Alternative dispute resolution, ADR, Selection and use, Theory of planned behaviour.)	13(5)	1983-2014(32)
Lee, H. and Cummings, G. (2008).	(Job satisfaction, Nurse manager, Systematic review)	12(10)	1990-2006(17)
Lee, R. (2009).	(Social capital, Business management, Dimension)	91(4)	1988-2007(20)
Legros, M., Karuranga, E., Lebouc, M. and Mohiuddin, M. (2013).	(Ethnic entrepreneurship, Skilled immigrants, Performance, innovation, Creativity, Human capital, Social capital, Moral	40(4)	2002-2011(10)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
	values)		
Leon, H. and Farris, J. (2011).	(Lean product development, Literature review, Product development)	55(4)	1987-2009(23)
Leseure, M., Bauer, J., Birdi, K.,	(Adoption, Best practices, UK, Comparison, Competitors)	51(3)	n/a
Neely, A. and Denye, D. (2004			
Levy, P. E. and Williams, J. R. (2004).	(Performance appraisal, Social context, Systematic review)	360(2)	1995-2003(9)
Li, F., Pien, D., Moorsel A. and Smith, C. (2012).	(Online trust, Transaction, Social and economic implications)	192(1)	1970-2010(41)
Lightfoot, H., Baines, T. and Smart, P. (2013).	(Services marketing, Manufacturing, Management, Service, Servitization, Product-service systems, Service science, Systematic Literature review)	148 (6)	1960-2010 (51)
Liket, K. and Simaens, A. (2015).	(Corporate philanthropy, Corporate social responsibility, Theory building, Social impact)	122(3)	1973-2012 (40)
Lilly, M., Laporte, A. and Coyte, P.	(Unpaid caregivers, Home care, Employment, Labour supply.)	35(13)	1986-2006(21)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
(2007).			
Liñán, F. and Fayolle, A. (2015).	(Entrepreneurial intention, Literature review, Citation analysis, Thematic analysis, Research gaps, Research agenda, New research perspectives)	24(5)	2004-2013(10)
Lindberg, P. and Vingård, E. (2012).	(Healthy work, Healthy workplace, Healthy organization, Guidelines, Employee)	24 (10)	1990-2011 (22)
Linnenluecke, M. (2017).	(Resilient, Resiliency, Business, Management)	339(1)	1977-2014(38)
Lipkin, M. (2016).	(Customer experience formation, Systematic review, Individual level, Contextual lens, Service landscape)	163(3)	1998-2015(18)
Lojo, A. (2016).	(Chinese outbound tourism)	124(1)	2005-2015(11)
Lopez, O. and Hieble, M. (2015).	(Management accounting, Management control, Firm size, Small and medium-sized enterprises, SMEs, Small enterprises, Medium enterprises)	73(6)	n/a
Lopez-Duarte, C., Vidal-Suarez, M.	(International business, National culture, Cultural differences)	265(2)	2000-2012(13)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
and Gonzalez-Diaz, B. (2016).			
Lorz, M., Mueller, S. and volery, T. (2013).	(Entrepreneurship education, Effectiveness, Impact study, Intention.	39(3)	n/a
Louw, A. and Schaap, P. (2013).	(Construction, Safety factors, Human risk, Psychological fitness, Health and safety)	73(2)	1994-2012(9)
Luca, N. and Suggs, L. (2010).	(Social marketing interventions, Social marketing mix, Product, Health behavior, Change interventions.)	24(15)	1990-2009(21)
Lueg, R. and Radlach, R. (2016).	(Corporate Social Responsibility, Sustainable Development, Sustainability, Management Practice, Management Control System, Literature Review, Control)	83(2)	1988-2013(26)
Ma, S. H., Seidl, D. and Guerard, S. (2015).	(Chief executive officer, Post-succession, Organizational failure, Match, Practices)	59 (1)	1960-2013 (54)
MacEachen, E., Kosny, A., Scott-	(Qualitative research, Systematic review, Prevention, Small business,	20(9)	n/a

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Dixon, K., Facey, M., Chambers, L., Breslin, C., Kyle, N., Irvin, E. and Mahood, Q. (2010).	Occupational health)		
MacEwen B. T., MacDonald, D. J. and Burr, J. F. (2015).	(Sedentary lifestyle, Exercise, Work, Chronic illness, Productivity)	23 (7)	1989-2014 (26)
Mackay, D. and Zundel, M. (2016).	(Strategy, Tactics, Business, Management)	146(8)	n/a
Macpherson, A. and Holt, R. (2007).	(Absorptive capacity, SME, Networks, Human and social capital)	160(3)	1900-2004(105)
Maier, F., Meyer, M. and Steinbereithner, M. (2016).	(Becoming business-like, Managerialism, Commercialisation, Professionalization, Hybrid organisations, Social entrepreneurship)	599 (2 plus ‘our private databases’)	1972-2014 (43)
Maitland, A., Hills, L. A. and Rhind, D. J. (2015).	(Organisational culture, Sport, Systematic review, Coaching, Management)	33 (13)	1995-2013 (19)
Maklan, S., Peppard, J. and Klaus, P. (2015).	(Big data, CRM, ROI, Social media, Benefits realisation, Performance improvement)	9(2)	2000-2014(15)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Marabelli, M. and Newell, S. (2014).	(Absorptive capacity, Knowledge, Power, Materiality, Perspective)	(2)	1990-2013(24)
Mari, M. and Poggesi, S. (2013).	(Service scape, Customer behaviour, Atmospherics, Spatial layout)	188(3)	1964-2010(47)
Mariani, M., Baggio, R., Fuchs, M. and Höepken, W. (2018)	Big data, Tourism, Systematic literature review, Hospitality, Business intelligence	173(2)	2000-2016(16)
Mariano, S. and Awazu, Y. (2016).	(Information technology, Information systems, Knowledge transfer, Knowledge management, Knowledge sharing, Literature)	101(2)	1997-2015(19)
Marr, B. and Moustaghfir, K. (2005).	(Intellectual capital, Knowledge processes, Intangible assets)	55 (4)	1985-2004 (20)
Martin, S. A. and Assenov, I. (2012).	(Surfing, Surf tourism, Literature review, Sustainability, Coastal management)	42	1997-2011(15)
Matalonga, S., Solari, M. and Matturro, G. (2013).	(Agile software development, Distributed software development, Systematic literature review.)	83(5+)	2002-2011(10)
Matopoulos, A., Barros, A. and van der Vorst, J. (2015).	(Systematic literature review, Logistics and supply chain design decisions, Natural resource-based view, Resource scarcity, Resource-	96(8)	1998-2012(15)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
	efficiency, Sustainable supply chains)		
Matthews, R. and Marzec, P. (2015).	(Process improvement, Quality improvement, Continuous improvement, Organisational learning, Literature review)	n/a	1991-2014(24)
Matthews, R. L. and Marec, P. E. (2012).	(Social capital, Systematic review, Operations management theory)	39 (8)	1997-2009 (13)
McDermott, L., O'Sullivan, T., Stead, M. and Hastings, G. (2006).	(Food marketing, Pester power, Parent-child conflict)	12(11)	1970-2006(37)
McFadden, C. (2015).	(LGBT, HRD development, HRD management, HRD strategy)	145(3)	1985-2013(29)
McLean, R., Antony, J. and Dahlgaard, J. (2015).	(Lean, Six Sigma, TQM, Manufacturing, Continuous improvement, Failure factors)	72(3)	1995-2014(20)
McLeod, M. S., Payne, G. T. and Evert, R. E. (2016).	(Analytics, Methods, Statistics, Empirical, Ethics, Virtues, Organization, Firm)	184 (n/a)	1980-2012 (33)
Meier, M. (2011).	(Knowledge, Strategic alliance, Management)	81+(1)	1996-2009(14)
Meixell, M. and Luoma, P. (2015).	(Literature review, Triple bottom line, Supply management,	49(3)	1994-2013(20)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
	Sustainability, Social responsibility, Green purchasing, Green logistics, Stakeholder pressure)		
Mejías, A., Paz, E. and Pardo, J. (2016).	(Content analysis, Sustainable supply chain management, Systematic literature review, Best practices, Logistics, Social responsibility)	194	1990-2010(21)
Mention, A. (2012).	(Intellectual capital, Innovation, Performance, Systematic review, Literature )	145(1)	n/a
Miemczyk, J., Johnsen, T. and Macquet, M. (2012).	(Sustainability, Ethical, Environmental, Purchasing, Sourcing, Supply chain, Network, Stakeholders, Supply chain management, Research)	73(3)	2000-2010(11)
Mihalache, M. (2016).	(Cross-disciplinary review, Decision-making, Offshoring, and Systematic review)	173(1)	1988-2014(27)
Missen, K., McKenna, L. and Beauchamp, A. (2014).	(Educational strategies, Graduate nurse, Job satisfaction, Literature review, Systematic review, Transition programme)	11 (4)	2000-2012 (13)
Mohan, K. and Ahlemann, F. (2013).	(Methodology acceptant, Literature review, Project management, Software development)	19(8)	`1993-2009(17)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Montoya-Torres, J.R. and Ortiz-Vargas, D.A. (2014).	(Information sharing, Collaboration, Supply chain, Dyadic, Systematic review)	120 (6)	2000-2012 (13)
Morello, R., Lowthian, J., Barker, A.,McGinnes, R., Dunt, D. and Brand, C. (2013).	(Patient safety culture, Strategy, Hospital)	21(6)	1996-2011(16)
Morgan, S. and Gagnon, R. (2013).	(Remanufacturing scheduling, Literature review, Sustainable manufacturing)	30(7)	n/a
Mostafa, S., Lee, S., Dumrak, J., Chileshe, N. and Soltan, H. (2015).	(Total productive maintenance (TPM), Lean maintenance, Maintenance wastes and value stream mapping, Lean maintenance tools, House of waste (HoW))	43(9)	2001-2014(14)
Moustaghfir, K. (2009).	(Knowledge assets, Knowledge dynamics, Organizational routines, Organizational capabilities, Dynamic capabilities, Sustainable competitive advantage)	146(4)	1985-2008(14)
Mueller, J. (2012).	(Knowledge management, Corporate culture, Knowledge culture)	42	n/a

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Müller-Seitz, G. (2012).	(Leadership, Interorganization, Network)	(1)	n/a
Murta, S. G., Sanderson, K. and Oldenburg, B. (2007).	(Process evaluation, Program evaluation, Stress management, Intervention, Worksite health promotion, Prevention research)	89 (10)	1977-2003 (27)
Mustak, M. (2014).	(Service innovation, Business-to-business innovation, Innovation in networks, Solution development)	70(3)	1968-2012(45)
Mustak, M., Jaakkola, E. and Halinen, A. (2013).	(Customer participation, offerings creation, value outcomes, literature review, managers, customers)	163 (3)	1970-2013 (44)
Nahi, T. (2016).	(Base of the pyramid, Cocreation, Inclusive business, Subsistence context, Low-income markets, Cross-sector collaboration, Open innovation, Participation, Poverty reduction, Literature review)	196(2)	2002-2016(15)
Narayana, S., Pati, R. and Vrat, P. (2014).	(Pharmaceutical supply chain, Literature review, Healthcare)	99(4)	2000-2011(12)
Neumann, W. and Dul, J. (2010).	(Human capital, Economic sustainability, Competitive advantage, Personal health, Operations management, Production planning)	45(3)	1988-2007(20)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Newman, A., Obschonka, M., Schwarz, S., Cohen, M. and Nielsen, I. (2019)	Entrepreneurial self-efficacy, Entrepreneurship, Entrepreneurial careers, Social cognitive theory, Theory of planned behavior	128(?)	1998-2017(19)
Nguyen, D., de Leeuw, S. and Dullaert, W. (2016).	(Consumer behaviour, Online retailing, Order fulfilment)	67(4)	2000-2015(16)
Nielsen, S. and Lassen, A. (2012).	(Entrepreneurship process theory, Philosophy of science, Images of entrepreneurship)	33	2000-2010(11)
Nienaber, A., Hofeditz, M. and Romeike, P. (2015).	(Trust, LMX, Qualitative, Vulnerability, Review, Relationship, Leader-follower)	49(3)	2002-2012(11)
Nijmeijer, K. J., Fabbrocetti, I. N. and Huijsman, R. (2014).	(Franchising, Framework)	126 (8)	n/a
Nill, A. and Schibrowsky, J. (2007).	(Marketing, Ethics, Literature, Review, Categorization, Content analysis)	421(1)	1981-2005(25)
Nitkin, D., Foster, R. and Medalye, J.	(Business adaptation, Climate change, Systematic review)	201	1997-2009(13)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
(2009).			
Nolan, C. and Garavan, T. (2015).	(Human resource development, Small medium enterprises, Systematic review)	117 (5)	1995-2014 (20)
Nuss, C., Sahamie, R. and Stindt, D. (2015).	(Reverse supply chain, Planning matrix, Logistics)	69(1)	1995-2012(18)
O'Mahoney, J. (2016).	(Translation, Model, Knowledge, Management, Interorganization)	73(1)	1990-2014(25)
Öberg, C. (2013).	(Customer, Literature review, Relationship, Research disciplines)	136(1)	1931-2012(82)
Okello, D. R. O. and Gilson, L. (2015).	(Motivation, Workplace trust, Trust relationships, Health workers)	23 (5)	2003-2013 (11)
Olhager, J., Pashaei, S. and Sternberg, H. (2015).	(Location, Transportation, Manufacturing, Capacity, Facility, Systematic review)	109(1)	1974-2012(39)
Opengart, R. and Bierema, L. (2015).	(Emotionally intelligent mentoring, Emotional intelligence, mentoring, Developmental relationships, Systematic literature review)	n/a	n/a

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Ordanini, A., Rubera, G. and DeFillippi, R. (2008).	(Management, imitation, Effectiveness, Competition, Inter-organization)	60(4)	1965-2016(52)
Ott, D. and Michailova, S. (2016).	(Cultural intelligence, Effectiveness, Management, Function, Diversity)	73(4)	2002-2015(14)
Pacheco, C. and Garcia, I. (2012).	(Systematic review, Requirement engineering, Stakeholder identification, Requirements elicitation, Software engineering)	47(7)	1993-2011(19)
Padilla-Meléndez, A., Dieguez-Soto, J. and Garrido-Moreno, A. (2015).	(Family business, Innovation, Ownership structure, Family involvement.)	59	n/a
Parmelli, E., Flodgren, G., Beyer, F., Baillie, N., Schaafsma, M. E. and Eccles, M. P. (2011).	(Strategies, Organisational culture, Healthcare performance, Healthcare policy, Effectiveness)	2 (14)	1716-2009 (294)
Parris, D. and Peachey, J. (2013).	(Leadership, Leadership theory, Servant leadership, Systematic literature review)	39(17)	2004-2011(8)
Pashaei, S. and Olhager, J. (2015).	(Product design, Systematic literature review, Platform, Integral,	59(3)	1995-2013(19)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
	Modular, Supply chain design)		
Patterson, M., Rick, J., Wood, S., Carroll, C., Balain, S. and Booth, A. (2010).	(Human resource management, Performance, Practice, Link)	450+(21)	n/a
Pehrsson, T. (2016).	(Agriculture industry, Systematic review, Research opportunities, Competitive context, Forest industry, Innovation research)	112(1)	1996-2015(20)
Pelozo, J. and Shang, J. (2011).	(Corporate social responsibility, Sustainability, Systematic review, Green marketing, Consumption values, Philanthropy, Identification, Customer value)	163(3)	n/a
Pelozo, J. and Yachnin, R. (2008).	(Business, Sustainability, Valuation, Systematic review)	159(2)	2003-2008(6)
Pereira, C., Christopher, M. and Da Silva, A. (2014).	(Procurement, Supply chain resilience, Systematic literature review, Disruptions)	30(2)	2000-2013(14)
Perkmann, M., Tartari, V., McKelvey, M., Autio, E., Broström,	(University-industry relations, Technology transfer, Academic entrepreneurship, Commercialization, Collaborative research,	36(1)	1980-2011(32)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
A., D’Este, P., Fini, R., Geuna, A., Grimaldi, R., Hughes, A., Krabel, S., Kitson, M., Llerena, P., Lissoni, F., Salter, A. and Sobrero, M. (2013).	Academic consulting)		
Perri, A. and Peruffo, E. (2016).	(Foreign direct investment (FDI), Knowledge spillovers, International business, Manufacturing)	112(1)	n/a
Phelps, C., Heidl, R. and Wadhwa, A. (2012).	(Knowledge networks, Social networks, Knowledge, Learning, Creativity, Innovation)	167	1970-2009(40)
Phelps, R., Adams, R. and Bessant, J. (2007).	(Life cycle, Growth, Model, Organization)	33	1967-2003(37)
Phillips, W., Lee, H., Ghobadian, A., O’Regan, N. and James, P. (2015).	(Social entrepreneurship, Social innovation, Social innovation systems)	122 (1)	1987-2012 (26)
Piccarozzi, M., Aquilani, B. and Gatti, C. (2018)	Industry 4.0, fourth industrial revolution, firm, management, systematic literature review, future avenues of research	68(3)	n/a

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Pilbeam, C., Alvarez, G. and Wilson, H. (2012).	(Supply network, Governance, Trust, Power, Systematic review, Supply chain management)	44 (1)	1988-2010 (23)
Pilbeam, C., Doherty, N., Davidson, R. and Denyer, D. (2016).	(Leadership, Compliance, Regulated environments, Self regulation, Safety participation)	25(5)	n/a
Pisani, N. and Ricart, J. (2016).	(Offshoring of services, Services relocation, Offshore outsourcing, Globally distributed work, Systematic review)	79(2)	1990-2014(25)
Pittaway, L. and Cope, J. (2007).	(Education, Entrepreneurial learning, Entrepreneurship education, Higher education, Systematic literature review)	185(1)	1970-2004(35)
Pittaway, L., Robertson, M., Munir, K., Denyer, D. and Neely, A. (2004).	(Innovation, Networking, diffusion, Collaboration, Actor network Theory and brokers)	174 (7)	n/a
Quarshie, A., Salmi, A. and Leuschner, R. (2016).	(Sustainability, Corporate social responsibility, Ethics, Supply chain Management, Purchasing and supply management, A systematic literature review)	195	2007-2013(7)
Quinn, G., Ellery, J., Thomas, K. and	(Definitions, Meta-analysis, Social marketing)	23(3)	2001-2006(6)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Marshall, R. (2010).			
Rafi-Ul-Shan, P. M., Grant, D. B.,	Sustainability management, Supply chain management, Risk	73(3)	2000-2017(17)
Perry, P. and Ahmed, S. (2018)	management, Fashion supply chains, Sustainability risk		
Rajwani, T. and Liedong, T. (2015).	(CIMO-logic, Corporate political activity, Firm performance, Institutional entrepreneurship, Systematic review)	56(2)	1988-2012(25)
Rashman, L., Withers, E. and Hartley, J. (2009).	(Organizational learning, Knowledge, Public service organization)	131 (1)	1990-2005 (16)
Rattrie, L. T. B and Kittler, M. G. (2014).	(Job characteristics, Job demands, Job resources, Engagement, Burnout, Systematic review, IHRM, Expatriates, International work)	62 (2)	2001-2011 (10)
Ravasi, D. and Stigliani, I. (2012).	(Design activities, Design choices, Design results)	125(1)	1970-2011(42)
Reay, T., Berta, W. and Kazman Kohn, M. K. (2009).	(Evidence-based management, Review)	144 (3)	1948-2008 (61)
Renwick, D., Redman, T. and Maguire, S. (2013).	(Green human resource management, Environment)	200+	1988-2011(24)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Richards, J. (2011).	(Internet, Employees, Employee exchanges, Communication technologies, Computer applications)	47	1990-2010 (21)
Righi, A., Saurin, T. and Wachs, P. (2015).	(Resilience engineering, Safety management, Systematic literature review)	237(16)	2006-2014(9)
Robertson, I. T., Cooper, C. L., Sarkar, M. and Curran, T. (2015).	(Health, Interventions, Performance, Resilience, Systematic review, Training, Well-being, Work)	14 (5)	2003-2014 (12)
Röd, I. (2016).	(Family firms, Innovation, Innovation process, Family system, Literature review)	78(2)	2001-2016(16)
Rose, S., Hair, N. and Clark, M. (2011).	(Online customer experience, Business, Consumer, Purchase)	120(4)	1985-2009(25)
Rossi, S., Colicchia, C., Cozzolino, A. and Christopher, M. (2013).	(Eco-efficiency, Sustainable supply chains, Logistics and learning capabilities, Logistics innovation, Logistics service providers)	128(2)	1990-2001(22)
Saggese, S., Sarto, F. and Cuccurullo, C. (2016).	(Control enhancing mechanism, Law, Finance, Principle)	210(2)	1891-2014(124)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Salamin, X. and Hanappi, D. (2014).	(Literature review, International assignments, Gender, Women, Correspondence analysis, Female expatriates)	151 (10)	1975-2012 (38)
Saleem, F. and Iglesias, O. (2016).	(Internal branding, Brand management, Systematic review)	(1)	n/a
Sánchez González, L., García Rubio, F., Ruiz González, F. and Piattini Velthuis, M. (2010).	(Business process re-engineering, Measurement, Process management, Research work)	19(6)	n/a
Sánchez-Fernández, R. and Iniesta-Bonillo, M. (2007).	(Concept, Dimensionality, Perceived value, Research streams)	n/a	n/a
Sandberg, B. and Aarikka-Stenroos, L. (2014).	(Radical innovation, Innovation barrier, Innovation process, Innovation management)	103(10)	1962-2012(51)
Santos, J. and D'Antone, S. (2014).	(Demand chain management, Interfaces, Alignment and integration, Systematic literature review, Qualitative content analysis)	75(4)	1970-2012(43)
Savino, T., Petruzzelli, A. and Albino, V. (2017).	(Innovation, search, Recombination, Industry, Knowledge)	87(4)	1993-2014(22)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Savolainen, P., Ahonen, J. and Richardson, I. (2012).	(Software development project, Outsourcing, Project management, Project failure, Project success, Customer, Supplier, Literature review)	7(7)	n/a
Schenkela, M., Caniëlsa, M., Krikkea, H., van der Laan, E. (2015).	(Value creation, Closed loop supply chain, Reverse supply chain, Literature review, Product recovery, Competitive advantage)	144(6)	1988-2014(27)
Schiehl, E. and Martins, C. (2016).	(Corporate governance, Cross-national corporate governance, Systematic review, Firm-level governance Mechanisms, Country-level governance factors)	89(1)	2003-2014(12)
Schlachter, S., McDowall, A., Cropley, M. and Inceoglu, I. (2018)	(Internet, Information and Communication Technology, Narrative review, Technology use, Non-work time)	56(3)	1992-2014(22)
Schmeisser, B. (2013).	(Offshoring, Offshore outsourcing, Global value chain, Systematic review)	63 (1)	1998-2012 (15)
Schmitt, A., Raisch, S. and Volberda, H. (2016).	(Strategic renewal, Management)	95(4)	1983-2015(33)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Schneider, S. and Spieth, P. (2013).	(Business model innovation, Business model development, Business models, Research agenda, Literature review, Strategic entrepreneurship)	35(2)	1981-2012(22)
Schulze, M., Nehler, H., Ottosson, M. and Thollander, P. (2016).	(Energy management, Energy management system, Conceptual framework, Energy efficiency, Industry, Systematic literature review)	44(3)	1979-2014(36)
Schutte, F. and Steyn, R. (2015).	(Scientific building blocks, Business coaching)	42(3)	1994-2014(21)
Scurry, T. and Blenkinsopp, J. (2011).	(Underemployment, Graduates, Subjective career, Over-education, Career success)	(7)	n/a
Sealy, R. and Singh, V. (2010).	(Role model, Senior women, Work identity)	n/a	n/a
Selviaridis, K. and Wynstra, F. (2015).	(Performance-based contracting, Service procurement, Business services, Systematic literature review, Operations and supply management)	241(1)	1985-2014(30)
Sethibe, T. and Steyn, R. (2015).	(Transformational leadership, Transactional leadership, Organisational innovation, Organisational performance, Systematic	31(7)	1993-2013(21)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
	review)		
Seuring, S. and Gold, S. (2012).	(Supply chain management, Literature review, Research process, Content analysis, Replicability, Research results, Research methods)	22(4)	2000-2009(10)
Sheehan, C., Fenwick, M. and Dowling, P. (2010).	(International HRM, Paradigms, Systematic review, Theory development)	82(10)	1986-2006(21)
Silva, M. and Caetano, A. (2016).	(Cross-cultural, Contextual effects Entity justice , Event justice, Organizational justice, Systematic review)	74(4)	1978-2014(37)
Simpson, M. (2009).	(Engagement, Literature review, Nurses' work engagement, Performance, Work environment)	20(4)	1990-2007(18)
Siqueira, R. and Pitassi, C. (2016).	(Cognition, Mindfulness, Creativity, Sustainability, Sustainability-oriented innovation)	20(5)	2002-2015(14)
Skakon, J., Nielsen, K., Borg, V. and Guzman, J. (2010).	(Systematic review, Leaders, Leader-employee interaction, Leadership style, Wellbeing, stress)	49 (14)	1980-2009 (30)
Smart, P., Bessant, J. and Gupta,, A.	(Networking, Innovation, Pharmaceutical technology, Design and	142(1)	n/a

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
(2007).	development)		
Smith, M., Busi, M., Ball, P. and van der Meel, R. (2008).	(Innovation, Organisational factors, Literature review)	102(3+)	1960-2007(48)
Snyder, H., Witell, L., Gustafsson, A., Fombelle, P. and Kristensson, P. (2016	(Service innovation, Radical Incremental, Value co-creation, Literature review)	46(1)	1997-2014(18)
Soosay, C. and Hyland, P. (2015).	(Relationships, Collaboration, Partnership)	207(1)	2005-2014(10)
Sourouklis, C. and Tsagdis, D. (2013).	(Workforce diversity, Voluntary initiatives, Performance, Hotel, Review)	23(6+)	1988-2009(22)
Sreedharan, R. and Raju, R. (2016).	(Lean six sigma (LSS), Management, Process, Articles, Research, Approach)	235(5)	2003-2015(13)
Stanczyk, A., Cataldo, Z., Blome, C. and Busse, C. (2017).	(Global sourcing, Low-cost, Negative impact)	83(3)	1984-2016(33)
Steigenberger, N. (2016).	(Mergers, Acquisitions, Integration, Management)	193(2)	1986-2016(31)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Stephan, U., Patterson, M. and Kelly C. (2013).	(Social change, Business-driven, Systematic review)	123(4)	1991-2011(21)
Stingl, V. and Geraldi, J. (2017).	(Decision making, Behavioural decision making, Cognition, Sensemaking, Systematic review, Project studies)	55(3)	1983-2015(33)
Suhonen, M. and Paasivaara, L. (2010).	(Human capital, Project management)	14(2)	2006-2009(4)
Sweeney, A., Clarke, N. and Higgs, M. (2019)	(Shared leadership, systematic review, commercial organizations, framework)	39(5)	1995-2018(23)
Talib, F., Rahman, Z. and Azam, M. (2011).	(Health care institutions, Total quality management, TQM implementation, TQM practices)	15 (1)	1995-2009 (15)
Tari, J. and Dick, G. (2016).	(Quality improvement, Quality management, Higher education institutions, Quality dimensions, Quality models)	202(3)	n/a
Tari, J. (2011).	(Quality management, Quality practices, Social responsibility, Systematic literature review)	83(3)	n/a

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Taticchi, P., Garengo, P., Nudurupati, S., Tonelli, F. and Pasqualino, R. (2014):	(Sustainability, Supply chain, Performance management, Decision-support tool)	333(1)	2000-2013(14)
Tatli, A. and Özbilgin, M. (2012).	(Workforce diversity, Business, Management, Bourdieuan theory)	409(3)	1990-2010(21)
Taylor, N., Clay-Williams, R., Hogden, E., Braithwaite, J. and Groene, O. (2015).	(High performing hospitals, Qualitative research, Improvement strategies, Systematic review)	19 (3)	2000-2014 (15)
(2016). Terjesen, S., Hessels, J. and Li, D.	(Entrepreneurship, Macro topics, Entrepreneurship theory, Institutional theory (sociology), Entrepreneurial/new venture strategy, Entrepreneurial finance/venture capital)	259(3)	1989-2010(22)
(2014). Thomas, L., Autio, E. and Gann, D.	(Platform, Management, Architectural leverage)	183(1)	1992-2012(21)
Thorpe, R., Holt, R., Macpherson, A. and Pittaway, L. (2005).	(Knowledge, Small and medium-sized firms, Systematic review)	69 (7)	n/a

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Thürer, M., Stevenson, M. and Silva, C. (2011).	(Workload control (WLC), Order review and release (ORR), Production planning and control (PPC), Systematic literature review)	107	1980-2009 (30)
Ton, G., de Grip, K., Klerkz, L., Ralu, M. and Douma, M. (2013).	(Innovation grants, Effectiveness, Agricultural products, Smallholder)	62(24)	n/a
Torchia, M., Calabrò, A. and Morner, M. (2015).	(Public-private partnership, Health care, Systematic literature review)	46(2)	1990-2011(22)
Turcan, R., Marinova, S. and Bakhtiar R. (2012).	(Legitimation, Legitimation strategies, International business operations)	37(1)	n/a
Turner, N., Swart, J. and Maylor, H. (2013).	(Ambidexterity, Competitive advantage, Management, Resources)	119(2)	n/a
Überbacher, F. (2014).	(Legitimacy, Literature review, New ventures)	60 (1)	1986-2012 (27)
Uhl-Bien, M., Riggio, R., Lowe, K. and Carsten, M. (2014)	(Followership, Follower, Leadership, Followership theory, Leadership co-production)	n/a	n/a
Vahid, S., Lehoux, N., de Santa-	(Modelling methodologies, Framework, Forest products, Supply	63(8)	2004-2015(12)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Eulaliac, L., D'Amours, S., Frayret, J. and Venkatadri, U. (2016).	chain, Conceptual model, Systematic literature review)		
Van De Voorde, K., Paauwe, J. and Van Veldhoven, M. (2011).	(Mutual gains, Conflicting outcomes, HRM)	36	1995-2010(6)
Van der Valk, W. and Axelsson, B. (2015).	(Business services, Service classifications, Systematic literature review)	88 (1)	1964-2013 (50)
van Grinsven, M., Heusinkveld, S. and Cornelissen, J. (2016).	(Translation, Concepts, Management)	150(2)	1986-2016(21)
van Praag, C. and versloot, P. (2007).	(Entrepreneur, Entrepreneurship, Self-employment, Productivity, Economic development, Growth, Employment, Innovation, Patents, R&D, Utility, Remuneration, Income)	57(4)	1995-2007(13)
Vázquez-Carrasco, R. and López-Pérez, M. (2013).	(CSR, SMEs, Systematic literature review)	28	2006-2011(6)
Vishanth, W., Yogesh, K. D. and	(Institutional theory, Institutionalisation, Institutionalism,	510 (1)	1978-2008 (31)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Zahir, I. (2009).	Information systems research, Bibliometric analysis, Longitudinal literature review)		
Vivas, C. and Barge-Gil, A. (2015).	(Collaboration, External sources, Firms, Impact assessment, Industry, Innovation, Literature review, R&D)	100(1)	n/a
Voegtlin, C. and Greenwood, M. (2016).	(Corporate social responsibility, Human resource management, Political CSR, Political HRM, Systematic review, Employee involvement)	150(11)	1975-2014(40)
Volk, S. (2016).	(Evaluation, Measurement, Effectiveness, Intangible values, Value creation, Systematic review)	324(1)	1975-2015(41)
Wæraas, A. and Nielsen, J. (2016).	(Translation theory, Organization, Management)	72(2)	1990-2014(25)
Wagner, J., Cummings, G., Smith, D., Olson, J., Anderson, I. and Warren, S. (2010).	(Psychological empowerment, Structural empowerment, Systematic review, Workplace)	10(11)	n/a
Walker, A. and Hallinger, P. (2015).	(Principals, Research, Leadership, Culture, Review)	n/a	(20)

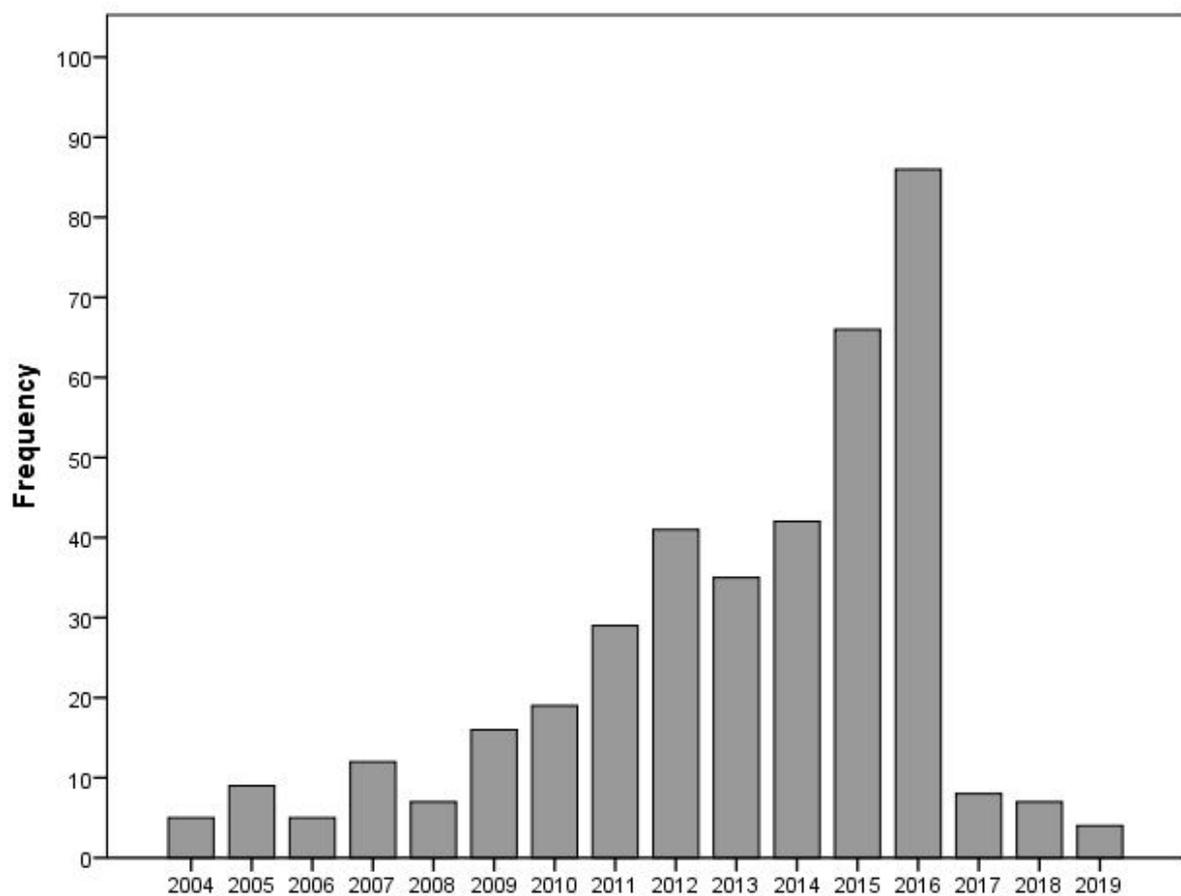
Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Wang, C. and Chugh, H. (2014).	(Entrepreneurial learning, Individual, Exploratory, Intuitive)	75(3)	1972-2012(41)
Wardhani, V., Utarini, A., Van Dijk, J. P., Post, D. and Groothoff, J. W. (2009).	(Literature review, Quality management, System implementation, Hospital, Determinants)	14 (1)	1992-2006 (15)
Wassell, J. T. (2009).	(Workplace, Violence, Assault, Homicide, Occupational)	98 (9)	n/a
Wichmann, B. and Kaufmann, L. (2016).	(Supply chain management, Social network analysis)	24	1995-2014(20)
Williams, M., Dwivedi, Y., Lal, B. and Schwarz, A. (2009).	(Adoption, Acceptance, Diffusion, Literature review, ICT, Research issues)	345(1)	1985-2007(23)
Willis-Shattuck, M., Bidwell, P., Thomas, S., Wyness, L., Blaauw, D. and Ditlopo, P. (2008).	(Health workers, Motivation, Retention, Developing countries)	20(5)	1980-2007(28)
Wilson, J., Arshed, N., Shaw, E. and Pret, T. (2016).	(Festival, Local environment, Social cohesion)	160	1978-2015(38)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Witell, L., Snyder, H., Gustafsson, A., Fombelle, P. and Kristensson, P. (2016).	(Service innovation, Literature review, Innovation, Value creation)	84(1)	1979-2014(36)
Wittstruck, D. and Teuteberg, F. (2011).	(Sustainable supply, Chain management, Customer loyalty and Corporate image, Resource efficiency, Signalling, Electrics and electronics industry, Strategy commitment, Empirical study)	142(3)	n/a
Wong, C. Y., Wong, C. W. Y. and Boon-itt, S. (2015).	(Sustainability, Systematic literature review, Supply chain integration, Green supply chain management)	142(1)	1994-2012(19)
Wong, C., Cummings, G. and Ducharme, L. (2013).	(Nursing leadership, Patient outcomes, Systematic review)	20(8)	n/a
Wong, C., Skipworth, H., Godsell, J. and Achimugu, N. (2012).	(Supply chain, Supply chain management, Alignment, Enablers, Inhibitors, Shareholder value, Customer value, Shareholder value analysis)	72(2)	1976-2010(35)
Wood, M. and McKelvie, A. (2015).	(Opportunity evaluation, Cognition, Market, Entrepreneurship)	53(3)	2000-2014(15)

Article reference	Article keywords <sup>1</sup>	Number of included articles (& number of databases searched <sup>2</sup> )	Time span covered (& years covered) in literature search
Xia, N., Zou, P. X. W., Griffin, M. A., Wang, X. and Zhong, R. (2018)	Integrated management, Risk management, Stakeholder management, Construction project, Literature review	79(3)	n/a
Xiao, S. and Nicholson, M. (2013).	(Impulse buying, Marketing, Consumer)	183(8)	1940-2011(72)
Yildiz, Ö. and O. Demirors (2014).	(Measurement, Healthcare quality, Clinical indicators, Quality models)	18 (2)	1995-2010 (16)
Zhang, X., van Donk, D. P., van der Vaart, T. (2011).	(Supply chain management, Information technology, Communication technologies, Information and communication technology, Survey-based research, Review)	40	1995-2010(16)
Zheng, E. and Carvalho, M. (2016).	(Uncertainty, Risk, Project management, Contingency theory)	(1)	1900-2015(116)
Ziaee, B., Baines, T., Bustinza, O. and Guang Shi, V. (2017).	(Servitization, Organisational change, Organisational transformation, Systematic literature review)	158(4)	1988-2014(27)
Zwarenstein, M., Goldman, J. and Reeves, S. (2009).	(Randomized controlled trial(s), Controlled clinical trial, Random allocation, Double blind method, Single blind method)	5(3)	n/a

*N.B.* <sup>1</sup> Keywords that have been placed in brackets were derived by ourselves in those cases where article authors had not provided any on their own. <sup>2</sup> In addition to searching academic databases, several authors also included the search engine Google Scholar.

For Review Only



**Appendix 2**

*Publication frequency of SRs in management research by year (N = 391)*

View Only

### Appendix 3

Overview of journals publishing SRs in management research (N = 391) in order of frequency (and alphabetically)

Journal	Frequency (percent)
<i>International Journal of Management Reviews</i>	75 (19.2%)
<i>Supply Chain Management: An International Journal</i> <sup>1</sup>	24 (6.1%)
<i>Network for Business Sustainability</i>	11 (2.8%)
<i>International Journal of Physical Distribution &amp; Logistics Management</i>	9 (2.3%)
<i>International Journal of Operations &amp; Production Management</i> / <i>Journal of Management</i>	8 (2.0%) each per journal
<i>International Journal of Production Research</i> / <i>Journal of Business Ethics</i>	7 (1.8%) each per journal
<i>Human Resource Development Review</i> / <i>International Journal of Project Management</i>	5 (1.3%) each per journal
<i>Journal of Purchasing &amp; Supply Management</i>	4 (1.0%)
<i>BMC Health Services Research</i> / <i>Business Process Management Journal</i> / <i>International Journal of Contemporary Hospitality Management</i> / <i>International Journal of Innovation Management</i> / <i>Journal of Business Research</i> / <i>Journal of Knowledge Management</i> / <i>Journal of Occupational Rehabilitation</i> / <i>Leadership Quarterly</i> / <i>Research Evidence in Education Library (EPPI-Centre)</i>	3 (0.8%) each per journal
<i>Academy of Management Perspectives</i> / <i>Benchmarking: An International Journal</i> / <i>BMC Public Health</i> / <i>Employee Relations</i> / <i>Engineering Management Journal</i> / <i>European Business Review</i> / <i>European Journal of Marketing</i> / <i>European</i>	2 (0.5%) each per journal

Journal	Frequency (percent)
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*Management Journal / Group & Organization Management / Health Marketing Quarterly / IEEE Transactions on Engineering Management / Industrial Marketing Management / Information and Software Technology / International Entrepreneurship and Management Journal / International Journal of Consumer Studies / International Journal of Health Care Quality Assurance / International Journal of Hospitality Management / International Journal of Information Management / International Journal of Lean Six Sigma / International Journal of Nursing Studies / International Journal of Productivity and Performance Management / Journal of Business & Industrial Marketing / Journal of Cleaner Production / Journal of Global Mobility / Journal of Information Technology / Journal of Management Studies / Journal of Product & Brand Management / Journal of Research Administration / Journal of Small Business and Enterprise Development / Journal of Strategy and Management / Management Decision / Management Research Review / Personnel Review / Production Planning & Control: The Management of Operations / Psychology & Marketing / Research Policy / Review of Managerial Science / Safety Science / Total Quality Management and Business Excellence / Work & Stress*

*Advances in International Management / Advances in Mergers and Acquisition / American Journal of Health Promotion / American Journal of Public Health / Annals of Family Medicine / Applied Soft Computing / Baltic Journal of Management / Behaviour & Information Technology / Boletín de la Asociación de Geógrafos Españoles / Competitiveness Review: An International Business Journal / Computers in Industry / Construction and Management Engineering / Construction Management and Economics / Corporate Governance: An International Review / Creativity and Innovation Management / Cross Cultural Management: An International Journal / Decision Sciences / Decision Support Systems / Educational Management Administration & Leadership / Ergonomics / Estudios Gerenciales / European Journal of Health Economics / European Management Review / Governance Structures and Mechanisms in Public Service Organizations / Health Policy / Health Technology Assessment / Human Resource Development / Human Resource Development Quarterly / Human Resource Management Review / Human Resources for Health / IEEE Transactions on Software Engineering /*

1 (0.3%) each per journal

Journal	Frequency (percent)
<p><i>Implementation Science / Industrial and Corporate Change / Industry and Innovation / Information Systems and Operational Research / International Public Management Journal / International Journal of Advanced Manufacturing Technology / International Journal of Advertising / International Journal of Business and Social Science / International Journal of Entrepreneurial Behaviour and Research / International Journal of Logistics Management / International Journal of Product Research / International Journal of Production Economics / International Journal of Public Sector Management / International Journal of Quality &amp; Reliability Management / International Journal of Retail &amp; Distribution Management / International Journal of Software Engineering and Knowledge Engineering / International Journal of Technology Management / International Review of Retail, Distribution and Consumer Research / International Small Business Journal / Journal of East European Management Studies / Journal of Accounting and Organizational Change / Journal of Advanced Nursing / Journal of Applied Behavioral Science / Journal of Applied Research in Intellectual Disabilities / Journal of Economic Surveys / Journal of Educational Administration / Journal of Family Business Strategy / Journal of Integrated Care / Journal of Intellectual Capital / Journal of International Management / Journal of Macromarketing / Journal of Management Accounting / Journal of Managerial Psychology / Journal of Manufacturing Systems / Journal of Marketing Management / Journal of Occupational and Environmental Medicine / Journal of Occupational and Organizational Psychology / Journal of Occupational Health Psychology / Journal of Psychology in Africa / Journal of Risk / Journal of Risk Finance / Journal of Service Management / Journal of Service Theory and Practice / Journal of Small Business Management / Journal of Sport &amp; Tourism / Journal of System and Software / Journal of Technology Transfer / Journal of The Academic and Marketing Science / Journal of Vocational Behavior / Journal of World Business / Knowledge Management and Research Practice / Management International Review / Management of Organizations: Systematic Research / Management Review Quarterly / Management Revue / Managing Service Quality: An International Journal / Multinational Business Review / Nonprofit and Voluntary Sector Quarterly / Occupational and Environmental Medicine / Organization and Environment / Patient Education and Counseling /</i></p>	

**Journal**

**Frequency (percent)**

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*Preventive Medicine / Production and Manufacturing Research / Public Management Review / Public Relations Review / Quality and Quantity / Quality and Safety in Health Care / Quality Management Journal / Reliability Engineering and System Safety / Review of Business Management / Revista de Gestão e Projetos / SA Journal of Human Resource Management / Scandinavian Journal of Management / Service Industries Journal / Small Business Economics / Social Enterprise Journal / Social Justice Research / Society and Business Review / South African Journal of Economic and Management Sciences / Sport Management Review / Sustainability / Sustainability Accounting, Management and Policy Journal / Technological Forecasting & Social Change / Technovation / The Milbank Quarterly / Therapeutics and Clinical Risk Management / Toronto: Institute for Work & Health / Warwick Institute of Employment Research / Work / World Development*

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*N.B.* <sup>1</sup> This journal published two special issues dedicated to systematic reviews in 2012.

