

# Howard Thomas

## List of Publications by Year in descending order

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147  
papers

9,407  
citations

57631

44  
h-index

42291

92  
g-index

166  
all docs

166  
docs citations

166  
times ranked

3839  
citing authors

#	ARTICLE	IF	CITATIONS
1	COMPETITIVE GROUPS AS COGNITIVE COMMUNITIES: THE CASE OF SCOTTISH KNITWEAR MANUFACTURERS. <i>Journal of Management Studies</i> , 1989, 26, 397-416.	6.0	1,077
2	Rivalry and the Industry Model of Scottish Knitwear Producers. <i>Administrative Science Quarterly</i> , 1995, 40, 203.	4.8	693
3	Strategic groups: Theory, research and taxonomy. <i>Strategic Management Journal</i> , 1986, 7, 141-160.	4.7	597
4	Taxonomic Mental Models in Competitor Definition. <i>Academy of Management Review</i> , 1990, 15, 224-240.	7.4	583
5	Toward a Contingency Model of Strategic Risk Taking. <i>Academy of Management Review</i> , 1985, 10, 230-243.	7.4	457
6	The structure and evolution of the strategic management field: A content analysis of 26 years of strategic management research. <i>International Journal of Management Reviews</i> , 2008, 10, 1-23.	5.2	415
7	Strategic groups as reference groups: Theory, modeling and empirical examination of industry and competitive strategy. <i>Strategic Management Journal</i> , 1995, 16, 461-476.	4.7	347
8	Strategic renewal and the interaction of cumulative stress and inertia. <i>Strategic Management Journal</i> , 1992, 13, 55-75.	4.7	346
9	Strategic groups and performance: The U.S. insurance industry, 1970-1984. <i>Strategic Management Journal</i> , 1990, 11, 197-215.	4.7	271
10	RESEARCH ON STRATEGIC GROUPS: PROGRESS AND PROGNOSIS[1]. <i>Journal of Management Studies</i> , 1988, 25, 537-555.	6.0	269
11	A LONGITUDINAL STUDY OF THE COMPETITIVE POSITIONS AND ENTRY PATHS OF EUROPEAN FIRMS IN THE U.S. PHARMACEUTICAL MARKET. <i>Strategic Management Journal</i> , 1996, 17, 85-107.	4.7	188
12	THEORIES OF THE FIRM: IMPLICATIONS FOR STRATEGY RESEARCH. <i>Journal of Management Studies</i> , 1994, 31, 165-192.	6.0	178
13	The impact of diversification strategy on risk-return performance. <i>Strategic Management Journal</i> , 1989, 10, 271-284.	4.7	175
14	Taxonomic Mental Models in Competitor Definition. <i>Academy of Management Review</i> , 1990, 15, 224.	7.4	163
15	Dynamic and risk measurement perspectives on Bowman's risk-return paradox for strategic management: An empirical study. <i>Strategic Management Journal</i> , 1986, 7, 395-407.	4.7	160
16	The linkage between strategy, strategic groups, and performance in the U.K. retail grocery industry. <i>Strategic Management Journal</i> , 1990, 11, 385-397.	4.7	160
17	Cognitive categorization and subjective rivalry among retailers in a small city. <i>Journal of Applied Psychology</i> , 1994, 79, 54-66.	4.2	141
18	Attitudes Toward Risk and The Risk-Return Paradox: Prospect Theory Explanations. <i>Academy of Management Journal</i> , 1988, 31, 85-106.	4.3	118

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19	Categories and competition. <i>Strategic Management Journal</i> , 2017, 38, 64-92.	4.7	118
20	â€Physics Envyâ€™, Cognitive Legitimacy or Practical Relevance: Dilemmas in the Evolution of Management Research in the UK. <i>British Journal of Management</i> , 2011, 22, 443-456.	3.3	102
21	Research opportunities in electronic commerce. <i>Decision Support Systems</i> , 1997, 21, 149-156.	3.5	97
22	Toward a Contingency Model of Strategic Risk Taking. <i>Academy of Management Review</i> , 1985, 10, 230.	7.4	96
23	Bankruptcy as a deliberate strategy: Theoretical considerations and empirical evidence. <i>Strategic Management Journal</i> , 1993, 14, 125-135.	4.7	96
24	Competitive Groups as Cognitive Communities: The Case of Scottish Knitwear Manufacturers Revisited. <i>Journal of Management Studies</i> , 2011, 48, 646-664.	6.0	96
25	The legitimacy of the business of business schools: what's the future?. <i>Journal of Management Development</i> , 2012, 31, 368-376.	1.1	78
26	STRATEGIC PROBLEM FORMULATION: BIASES AND ASSUMPTIONS EMBEDDED IN ALTERNATIVE DECISION-MAKING MODELS. <i>Journal of Management Studies</i> , 1988, 25, 131-145.	6.0	76
27	The Competitive (Dis)Advantages of European Business Schools. <i>Long Range Planning</i> , 2007, 40, 382-404.	2.9	72
28	THE ROLE OF COMPETITIVE GROUPS IN STRATEGY FORMULATION: A DYNAMIC INTEGRATION OF TWO COMPETING MODELS*. <i>Journal of Management Studies</i> , 1993, 30, 51-67.	6.0	70
29	Planning for dominance: a strategic perspective on the emergence of a dominant design. <i>R and D Management</i> , 1995, 25, 3-15.	3.0	68
30	INDUSTRY AND STRATEGIC GROUP DYNAMICS: COMPETITIVE STRATEGY IN THE INSURANCE INDUSTRY, 1970?84. <i>Journal of Management Studies</i> , 1993, 30, 69-105.	6.0	66
31	Formulating the mess: The role of decision aids in problem formulation. <i>Omega</i> , 1983, 11, 239-252.	3.6	65
32	From I-O Economics' S-C-P Paradigm Through Strategic Groups to Competence-Based Competition: Reflections on the Puzzle of Competitive Strategy. <i>British Journal of Management</i> , 1999, 10, 127-140.	3.3	64
33	STRATEGIC TIME PERIODS AND STRATEGIC GROUPS RESEARCH: CONCEPTS AND AN EMPIRICAL EXAMPLE. <i>Journal of Management Studies</i> , 1990, 27, 133-148.	6.0	63
34	Using new social media and Web 2.0 technologies in business school teaching and learning. <i>Journal of Management Development</i> , 2012, 31, 358-367.	1.1	63
35	Competence and Competitive Advantage: Towards a Dynamic Model. <i>British Journal of Management</i> , 1999, 10, 275-290.	3.3	62
36	Business schools in transition? Issues of impact, legitimacy, capabilities and reâ€™invention. <i>Journal of Management Development</i> , 2012, 31, 329-335.	1.1	60

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37	The industry context of strategy, structure and performance: The U.K. brewing industry. <i>Strategic Management Journal</i> , 1987, 8, 343-361.	4.7	56
38	An analysis of the environment and competitive dynamics of management education. <i>Journal of Management Development</i> , 2007, 26, 9-21.	1.1	55
39	Strategic Groups and the Analysis of Market Structure and Industry Dynamics <sup>1</sup> . <i>British Journal of Management</i> , 1995, 6, 257-270.	3.3	53
40	Strategic risk and competitive advantage: an integrative perspective. <i>European Management Review</i> , 2004, 1, 84-95.	2.2	53
41	The concept of strategic groups: Theoretical construct or analytical convenience. <i>Managerial and Decision Economics</i> , 1992, 13, 323-329.	1.3	52
42	Strategic decision analysis: Applied decision analysis and its role in the strategic management process. <i>Strategic Management Journal</i> , 1984, 5, 139-156.	4.7	49
43	The concept of stable strategic time periods in strategic group research. <i>Managerial and Decision Economics</i> , 1987, 8, 139-148.	1.3	47
44	Director networks/director selection: The board's strategic role. <i>European Management Journal</i> , 1995, 13, 79-90.	3.1	47
45	Business Failure Path ways: Environmental Stress and Organizational Response. <i>Journal of Management</i> , 1996, 22, 571-595.	6.3	44
46	Formal Strategic Planning, Operating Environment, Size, Sector and Performance: Evidence from the UK's Manufacturing SMEs. <i>Journal of General Management</i> , 2008, 34, 1-20.	0.8	40
47	Developing the strategic board. <i>Long Range Planning</i> , 1996, 29, 314-327.	2.9	39
48	Assessing Mobility Barriers In Dynamic Strategic Groups Analysis. <i>Journal of Management Studies</i> , 1991, 28, 429-438.	6.0	34
49	The theory and practice of competence-based competition. <i>Long Range Planning</i> , 1997, 30, 615-620.	2.9	31
50	Business school strategy and the metrics for success. <i>Journal of Management Development</i> , 2007, 26, 33-42.	1.1	30
51	Strategic Management and Change in High Dependency Environments: The Case of a Philanthropic Organization. <i>Voluntas</i> , 2005, 16, 329-351.	1.1	29
52	Resource configurations, generic strategies, and firm performance. <i>Journal of Strategy and Management</i> , 2008, 1, 15-40.	1.9	28
53	What do business school deans do? Insights from a UK study. <i>Management Decision</i> , 2009, 47, 1396-1419.	2.2	28
54	Corporate strategy and shareholder value during decline and turnaround. <i>Management Decision</i> , 2007, 45, 372-392.	2.2	27

#	ARTICLE	IF	CITATIONS
55	Managing Performance in Global Crisis. <i>British Journal of Management</i> , 2012, 23, S1.	3.3	27
56	Exploring the Linkage between Strategic Groups and Competitive Strategy. <i>International Studies of Management and Organization</i> , 1988, 18, 6-25.	0.4	26
57	INTRODUCTION TO THE SPECIAL ISSUE: PERSPECTIVES ON THEORY BUILDING IN STRATEGIC MANAGEMENT. <i>Journal of Management Studies</i> , 1993, 30, 3-10.	6.0	26
58	Subjective Aspects of the Art of Decision Analysis: Exploring the Role of Decision Analysis in Decision Structuring, Decision Support and Policy Dialogue. <i>Journal of the Operational Research Society</i> , 1986, 37, 249-265.	2.1	25
59	Strategic groupings as competitive benchmarks for formulating future competitive strategy: A modelling approach. <i>Managerial and Decision Economics</i> , 1990, 11, 99-109.	1.3	24
60	Assessing the Height of Mobility Barriers: A Methodology and an Empirical Test in the UK Retail Grocery Industry <sup>1</sup> . <i>British Journal of Management</i> , 1994, 5, 1-18.	3.3	24
61	Experience-based learning in innovation and production. <i>R and D Management</i> , 2008, 38, 141-153.	3.0	24
62	Addressing Temporal Change in Strategic Groups Analysis: A Three-Mode Factor Analysis Approach. <i>Journal of Management</i> , 1988, 14, 425-439.	6.3	23
63	Perspectives on leadership in business schools. <i>Journal of Management Development</i> , 2011, 30, 526-540.	1.1	23
64	MANAGERIAL THINKING IN BUSINESS ENVIRONMENTS. <i>Journal of Management Studies</i> , 1989, 26, 323-324.	6.0	22
65	Linking hypercompetition and strategic group theories: strategic maneuvering in the US insurance industry. <i>Managerial and Decision Economics</i> , 2001, 22, 265-279.	1.3	22
66	Using simulated mergers to evaluate corporate diversification strategies. <i>Strategic Management Journal</i> , 1986, 7, 523-534.	4.7	21
67	The rivalry matrix:. <i>European Management Journal</i> , 2000, 18, 619-637.	3.1	21
68	Research notes and communications strategic groups: A further comment. <i>Strategic Management Journal</i> , 1989, 10, 105-107.	4.7	20
69	An analysis of the environment and competitive dynamics of management research. <i>Journal of Management Development</i> , 2009, 28, 668-684.	1.1	20
70	The unfulfilled promise of management education (ME): the role, value and purposes of ME. <i>Journal of Management Development</i> , 2013, 32, 460-476.	1.1	20
71	Linear models as aids in insurance decision making: The estimation of automobile insurance claims. <i>Journal of Business Research</i> , 1987, 15, 247-256.	5.8	18
72	Mapping globally branded business schools: a strategic positioning analysis. <i>Management Decision</i> , 2009, 47, 1420-1440.	2.2	18

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73	Problem Formulation and the Consultant-Client Relationship. Interfaces, 1983, 13, 25-34.	1.6	16
74	Business failure pathways: Environmental stress and organizational response. Journal of Management, 1996, 22, 571-595.	6.3	16
75	Market Orientation, Embeddedness and the Autonomy and Performance of Multinational Subsidiaries in an Emerging Economy. Management International Review, 2013, 53, 869-897.	2.1	16
76	Screening policy options: An approach and a case study example. Strategic Management Journal, 1982, 3, 227-244.	4.7	15
77	Decision Analysis and Strategic Management of Research and Development: A comparison between applications in electronics and ethical pharmaceuticals. R and D Management, 1985, 15, 3-22.	3.0	15
78	Technology and strategic management progress and future directions. R and D Management, 1989, 19, 205-213.	3.0	15
79	EFFECTS OF CONFLICTING ANALYSES ON MANAGERIAL DECISION MAKING: A LABORATORY EXPERIMENT. Decision Sciences, 1983, 14, 467-482.	3.2	14
80	Editors' note: A perspective on theory building in entrepreneurship. Journal of Business Venturing, 1993, 8, 181-182.	4.0	14
81	A review of analytical models in strategic planning. Omega, 1981, 9, 397-417.	3.6	12
82	Evaluating the risks in acquisition. Long Range Planning, 1982, 15, 38-44.	2.9	12
83	Performance differences across strategic groups: an examination of financial market-based performance measures. Strategic Change, 2006, 15, 373-383.	2.5	12
84	Future scenarios for management education. Journal of Management Development, 2014, 33, 503-519.	1.1	12
85	Decision analysis models in reinsurance. European Journal of Operational Research, 1985, 19, 201-211.	3.5	11
86	A sustainable model for business schools. Journal of Management Development, 2012, 31, 377-385.	1.1	11
87	Decision analysis and strategic policy formulation. Long Range Planning, 1977, 10, 23-30.	2.9	10
88	Mapping Strategic Management Research. Journal of General Management, 1984, 9, 55-72.	0.8	10
89	Developing competitive strategies in retailing. Long Range Planning, 1992, 25, 81-88.	2.9	10
90	Reinsurance Decision Making and Expected Utility. Journal of Risk and Insurance, 1983, 50, 249.	1.0	9

#	ARTICLE	IF	CITATIONS
91	Dynamic linkages between mental models, resource constraints and differential performance. Journal of Strategy and Management, 2009, 2, 217-239.	1.9	9
92	Business schools and management research: a UK perspective. Journal of Management Development, 2009, 28, 660-667.	1.1	9
93	Towards a liberal management education. Journal of Management Development, 2013, 32, 508-524.	1.1	9
94	Knowledge as a lens on the jigsaw puzzle of strategy. Management Decision, 2007, 45, 539-563.	2.2	8
95	Financial analysis and strategic management. Journal of Economics and Business, 1983, 35, 413-440.	1.7	7
96	Developing Theories of Strategy Using Dominance Criteria. Journal of Management Studies, 1994, 31, 209-224.	6.0	7
97	The Triumph of Nonsense in Management Studies: A Commentary. Academy of Management Learning and Education, 2020, 19, 236-239.	1.6	7
98	Implementing liberal management education through the lens of the other. Journal of Management Development, 2014, 33, 456-469.	1.1	6
99	Risk analysis and the formulation of acquisition/ diversification strategies. Long Range Planning, 1983, 16, 28-37.	2.9	5
100	Decision Analysis as an Aid to Strategy. Management Decision, 1984, 22, 50-60.	2.2	4
101	Subjective Aspects of the Art of Decision Analysis: Exploring the Role of Decision Analysis in Decision Structuring, Decision Support and Policy Dialogue. Journal of the Operational Research Society, 1986, 37, 249.	2.1	4
102	Blind Spots in African Management Education: An Examination of Issues Deserving Greater Attention. Africa Journal of Management, 2018, 4, 158-176.	0.8	4
103	Strategic categories and competition: significant clustering for strategic groups. Journal of Strategy and Management, 2019, 12, 505-521.	1.9	4
104	RISK ANALYSIS: IMPORTANT NEW TOOL FOR BUSINESS PLANNING. Journal of Business Strategy, 1983, 3, 23-29.	0.9	3
105	Assessing probability distributions by the fractile method: Evidence from managers. Omega, 1986, 14, 401-407.	3.6	3
106	A decision analysis approach for unique situation competitive bidding. European Journal of Marketing, 1976, 10, 169-175.	1.7	2
107	The Transformation of Boards of Directors for the 21st Century: Culture, Power and Accountability. Corporate Governance: an International Review, 1996, 4, 137-141.	2.4	2
108	Resource margin accounting: an elucidation and preliminary empirical testing. Management Decision, 2007, 45, 420-433.	2.2	2

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109	Business school identity and legitimacy: its relationship to the modern university and society. , 0 , 52-89.		2
110	Implementing Decision Analysis: Problems and Opportunities. , 1990 , 213-245.		2
111	Business schools: positioning, rankings, research and futures. Management Decision, 2009, 47, .	2.2	2
112	A Decision Analysis Approach to Repetitive Competitive Bidding. European Journal of Marketing, 1978, 12, 517-528.	1.7	1
113	Reinsurance Decision Making and Expected Utility: Reply. Journal of Risk and Insurance, 1985, 52, 312.	1.0	1
114	Managing strategic evolution in fast-paced technological environments: The case of software development in "Silicon Prairie". Strategic Change, 1994, 3, 287-303.	2.5	1
115	Leadership development: integration in context. Strategic Change, 2008, 17, 193-206.	2.5	1
116	The business school: history, evolution and the search for legitimacy. , 0 , 1-51.		1
117	The Demotics of Management. , 2020 , 128-152.		1
118	Dynamic Modeling of Business Strategies. , 1997 , 159-183.		1
119	Strategic Management: Its Development and Future Directions. , 2004 , 289-307.		1
120	Foreword by Pradeep Pant. , 0 , xi-xiii.		0
121	THE MYTH OF THE PERCENTAGE SAMPLE ? FURTHER COMMENTS. Journal of Management Studies, 1972, 9, 34-39.	6.0	0
122	The leadership process in business schools. , 0 , 93-128.		0
123	Strategic leadership in practice: leading the strategic process in three top business schools. , 0 , 129-172.		0
124	Learning from the trenches: personal reflections on deanship. , 0 , 209-248.		0
125	The business school landscape: trends and dilemmas. , 0 , 13-54.		0
126	Business schools as professional organisations (professional service firms). , 0 , 55-92.		0



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127	Strategic leadership in practice: the role of the dean. , 0, , 173-208.		0
128	A framework for re-evaluating paradigms of management education. , 0, , 137-166.		0
129	Talent management. , 0, , 121-159.		0
130	Human capital metrics. , 0, , 160-197.		0
131	Rethinking management education and its models: a critical examination of management and management education. , 0, , 90-136.		0
132	Preface: Tipping or tripping? The business school and its dilemmas. , 0, , viii-ix.		0
133	Evaluating new and innovative models of management education. , 0, , 167-196.		0
134	Is the business school a professional service firm? Lessons learned. , 0, , 197-239.		0
135	Afterword: business school futures. , 0, , 267-271.		0
136	Enhancing dynamic capabilities in the business school: improving leadership capabilities in curricula and management. , 0, , 240-266.		0
137	Towards a Liberal Management Education: Arguing the Case. , 2020, , 3-26.		0
138	Implementing Liberal Management Education. , 2020, , 27-40.		0
139	The School of Business and Management, Queen Mary, University of London: A Case Study. , 2020, , 53-74.		0
140	Singapore Management University: A Case Study. , 2020, , 41-52.		0
141	Forgotten Kinships. , 2020, , 77-101.		0
142	Running in the Family. , 2020, , 102-127.		0
143	From Ethics to Liberal Arts in Today's University. , 2020, , 155-167.		0
144	Towards an African Management Education. , 2020, , 168-183.		0

#	ARTICLE	IF	CITATIONS
145	Identifying and Comparing Strategic Groups Using Alternative Methods: Method Validation and Group Convergence in a Single Mature Industry. , 1997, , 55-80.		0
146	Categories and Competition. SSRN Electronic Journal, 0, , .	0.4	0
147	What do deans do?. , 0, , 8-11.		0