

# PROCESSING REVIEWERS' COMMENTS AND INPUTS

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**REJECT  
MINOR CHANGES  
MAJOR CHANGES  
ACCEPT WITHOUT  
CHANGES**





# If your paper is rejected

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Most importantly – *keep at it!!* At least 50 per cent of papers in business and management do not get published and everybody has been rejected once. It is hard, but try not to take it personally or be so discouraged that you don't try again. Keep trying.

The reviewer or editor comments should give you the information you need to strengthen the weak areas of the paper. Ask for reasons if they are not immediately forthcoming.

There are hundreds of other journals out there – you can always re-submit to another journal. Read the Author Guidelines and adjust your paper accordingly.

# NOVELTY !

[www.emeraldinsight.com](http://www.emeraldinsight.com)



Research you can use

# Why is this procedure important?



## Technical reason

- Because the comments from reviewers reflect their experience and essential to the academic publishing process

## Practical reason

Because the review raises the quality of your work publishing helps and improve your publishing prospects.

## Strategic reason

- Because if you do not pay attention to the comments and follow the suggested improvements very carefully, the paper may not be published.



# Accept with changes: a request for revision



A decision “accept with changes” (minor/major) is in fact a request for revision.

This is good news! It means:

- You are now in the publishing cycle. Nearly every published paper is revised at least once
- Even if the comments are sharp or discouraging, they **aren't** personal
- You should work as soon as you can, on the changes
- Make sure you acknowledge and thank for the opportunity.

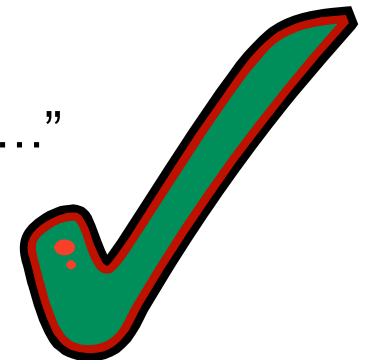
“One Emerald author likes to let reviews sit for a week to let his blood pressure return to normal”.



# How to revise your paper



- ❑ **Acknowledge** the editor and set a revision deadline
- ❑ **If you disagree**, explain why to the editor
- ❑ **Clarify understanding** if in doubt –  
‘This is what I understand the comments to mean...’
- ❑ **Consult with colleagues** or co-authors and tend to the points as requested
- ❑ Meet the revision **deadline**
- ❑ Attach a **covering letter** (rebuttal letter) which identifies, point by point, how revision requests have been met (or if not, why not)
- ❑ For example “The change will not improve the article because...”



# Example – agreeing with the reviewers comments

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Dear Editor,

Let us open by thanking the two reviewers for their insightful comments. They gave us clear guidance and some positive critiques. Following their suggestions, we spent more time reading and came to the revision process better prepared. We enjoyed the process and think that the reviewers' comments have tremendously affected the revised draft. Both reviewers should now clearly see the difference they made to the revised manuscript. In the following lines we detail the changes in line with the reviewers' comments.

## **Reviewer: 1**

Again, we would like to express our appreciation for your extremely thoughtful suggestions. As you will see below we have been able to revise and improve the paper as a result of your valuable feedback.

You highlighted that we did not spend enough time discussing the implications of our arguments for current understandings of Drucker's work. We agree with your suggestion and have added in two additional paragraphs in the conclusion (p.30-1), and a few comments within the paper (i.e p.11), that are devoted to outlining the implications of our analysis. We have kept our discussion brief to ensure we maintain the commitment to the appropriate page and word length, but what we do outline should make clear what this perspective on Drucker makes relevant for management practitioners and scholars alike.



# Accept

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Congratulations!!

Following a lot of hard work and at least one revision  
your paper has been accepted.

“In all the years I have been an editor I have not  
accepted a single paper on first submission.”

Typical editor comment

# Procedures after submission of a reply to the reviewers' comments



- Once submitted, your revised version will be analysed
  - The referees may be asked to check if their comments were taken seriously (**if not, they may not recommend acceptance!**)
  - The paper will be lined up for publication, depending on the publisher's publishing plan and strategy (be patient: there are many papers ahead of yours!)
- 
- This can take between three and six months
  - Once a quality and copyright check has been completed, the publishers may send you a galley copy for a final check
- 
- The paper is published. The on-line version can already be used promoted.



# Other useful resources

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- [www.isiwebofknowledge.com](http://www.isiwebofknowledge.com) (ISI ranking lists and impact factors)
- [www.harzing.com](http://www.harzing.com) (Anne-Wil Harzing's site about academic publishing and the assessment of research and journal quality, as well as software to conduct citation analysis)
- [www.scopus.com](http://www.scopus.com) (abstract and citation database of research literature and quality web sources)
- [www.cabells.com](http://www.cabells.com) (addresses, phone, e-mail and websites for a large number of journals as well as information on publication guidelines and review information)
- [www.phrasebank.manchester.ac.uk](http://www.phrasebank.manchester.ac.uk) (a general resource for academic writers, designed primarily with international students whose first language is not English in mind)
- <http://www.esrc.ac.uk> (impact toolkit)

# Talk to us!

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For any answers you didn't get today (or were too shy to ask) ...

**Professor Walter Leal** at:  
[walter.leal@haw-hamburg.de](mailto:walter.leal@haw-hamburg.de)

**Thank you for your attention!**