

**INTERNATIONAL CONFERENCE ON SOCIAL AND RELATED  
SCIENCES  
(ICSORES-2017)**

*4-8 October 2017, ANTALYA-TURKEY*

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**Creation of Global Management Knowledge: Challenges for non-Western  
Scholars**

Alexandre A. BACHKIROV✉

*Department of Management College of Economics and Political Science, Sultan Qaboos University, Sultanate of  
OMAN*

**Abstract**

Dynamic, borderless, and multicultural business world demands a fresh approach to generating insights into the realm of globalized management. Although Western thought has made vast contributions to our understanding of management processes, it is now being debated whether theories established in the West and the global North could always be transferred to the East and the global South. Indigenous theorizing in non-Western academic space has emerged as an urgent task and it is vital that the researchers on the periphery (outside of Europe and the Anglo world) make their voices heard. The purpose of this talk is to explore the ways of doing this.

The presentation focuses on two strategies. For those who are interested in increasing publishability of their work in currently authoritative outlets, a review is offered on the issue of manuscript qualities that are likely to improve the probability of being published. Because theoretical contribution is often viewed as an essential requirement for manuscript acceptance, the notions of theory and theory building are first examined. This is followed by a discussion of different thinking styles – analytical and holistic. These two styles originate from culturally determined differences in cognitive predispositions of Westerners and Easterners respectively, and are posited to be a critical challenge for fruitful scholarly conversations between Eastern and Western academics. A tentative solution for this challenge involves the creation and development of cognitively diverse management research teams.

An alternative strategy for reaching out to the global audience is to engage into the reconfiguration of the landscape of the global management research. The academics on the periphery would need to understand the issues of power relations in the knowledge production and challenge the established paradigm of rigor in research methodology. This may be achievable through qualitative methods, e.g., narrative inquiry and storytelling, as a means for a better understanding of global management phenomena.

**Keywords:** *global management research, knowledge production, theory building, analytical and holistic thinking styles, cognitively diverse research teams, qualitative methods*

✉ *Corresponding Author Email* : alexbach@squ.edu.om