Six years of NBMC: A glimpse of the state of business and management scholarship in the Philippines

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Introduction

In 2013, De La Salle University (DLSU) and the University of San Carlos (USC) co-organized the 1st National Business and Management Conference (NBMC), the aim of which was "to enhance the ability of faculty members and graduate students of Philippine business schools to engage in scholarly research" by providing participants a venue for the presentation and critique of their ideas, and by providing capability-building sessions on various research approaches and methodologies. It has since become arguably the premier business and management research conference in the country.

First held at the USC campus in Cebu City, the conference has since been held in the following cities: Manila (2014 and 2018), Baguio City (2015), Davao City (2016), Naga City (2017), and Angeles City (2019). Over the years, DLSU has co-organized the conference with San Beda College (SBC), Saint Louis University (SLU), Ateneo de Davao University (AdDU), Central Bicol State University of Agriculture (CBSUA), and Holy Angel University (HAU).

Since 2016, the Philippine Academy of Management (PAoM), an association that aims to promote management scholarship in the Philippines, has been a co-organizer of the conference. In 2018, PAoM launched the Philippine Academy of Management e-Journal, which has since published selected papers submitted to the NBMC after these had been subjected to a double-blind peer review.

As a business conference, NBMC carried themes along the lines of responsible management, sustainable business, sustainable development, and the use of technology in business and management for innovation, inclusivity, and integration, among others. Its keynote speakers, who tackled the above-mentioned themes, are the following distinguished business leaders, entrepreneurs, managers, and academics: NBMC 2013 – Edgar Chua, President of the Shell Companies in the Philippines; NBMC 2014 – Gerardo Ablaza Jr., President and CEO, Manila Water Company; NBMC 2015 – Tereso Tullao Jr., Executive Director of the DLSU-Angelo King Institute for Economic and Business Studies; NBMC 2016 – Jeannie Javellosa, Co-founder of ECHOstore Sustainable Lifestyle, and Executive Director of ECHOsi Foundation; NBMC 2017 – Armin A. Luistro, FSC, President, De La Salle Philippines and President, Philippine Business for Social Progress; NBMC 2018 – Jerome Minglana, President, BPI Direct BanKo, Inc., A Savings Bank; NBMC 2019 – Vivencio Dizon, President and CEO, Bases Conversion and Development Authority.

Given that the NBMC has been institutionalized, and has gained a following among faculty members and graduate students of some of the leading business schools in the Philippines, we thought that it would be appropriate to gauge how far the conference has gone in terms of its objective of promoting business and management scholarship in the country.

Our goals for this descriptive study are as follows: (1) to determine the profile of the participants of the NBMC over the years; (2) to identify trends in the types of research undertaken by NBMC participants (as indicated by the papers that have been submitted to the conference), and the methods that have been utilized to complete these papers; and (3) to generate insights as to what needs to be further developed to improve business and management research in the country. While we do not make a claim at the representativeness of the papers as to the actual state of business and management scholarship in the Philippines, these papers could still give us a glimpse of how business and management research is being undertaken, at least among the schools that are included in the sample.

Methodology

For this study, we examined the papers that were published in the Conference Proceedings of NBMC from 2013 to 2018. Out of the 285 papers, 196 are full papers. The remaining 89 are abstracts, most of which were submitted during the early years of the conference.

After a preliminary examination of the manuscripts, we came up with categories under which the manuscripts were to be classified and prepared an Excel spreadsheet which aided the encoding process.

The first set of columns of the spreadsheet was reserved for the following information: (a) the title and authors of the papers, (b) the year of the conference, (c) whether the submission was an abstract or a full paper, (d) whether the paper was co-authored or not, (e) the authors' college or university, (f) the city in which the college or university is found, and (g) whether the city is in NCR, Luzon (except NCR), Visayas, or Mindanao. The second set of columns was reserved for entries that refer to whether the paper was empirical, conceptual, or a literature review, while the third set of columns was reserved for the nature of the research (i.e., whether these were descriptive, exploratory, or causal / explanatory).

The fourth set of columns was reserved for entries that classified the paper according to functional area (i.e. HR, finance, marketing, operations, IT, or strategy), followed by columns that indicated more specific topical categories. The fifth set of columns was reserved for entries that indicated whether the paper was a result of a study that utilized quantitative methods, qualitative methods, or both. The sixth set of columns was reserved for entries that indicated the specific method utilized (i.e. survey research, case study, action research, others). The seventh set of columns was reserved for entries that indicated the specific data gathering method utilized (survey, interview, observation, FGD, data mining, secondary data collection, others), while the eighth set of columns was reserved for entries that indicated what kind of data analysis was undertaken (statistical analysis, content analysis, others). The last set of columns was reserved for entries that indicated the specific type of statistical analysis undertaken, if the study utilized quantitative methods.
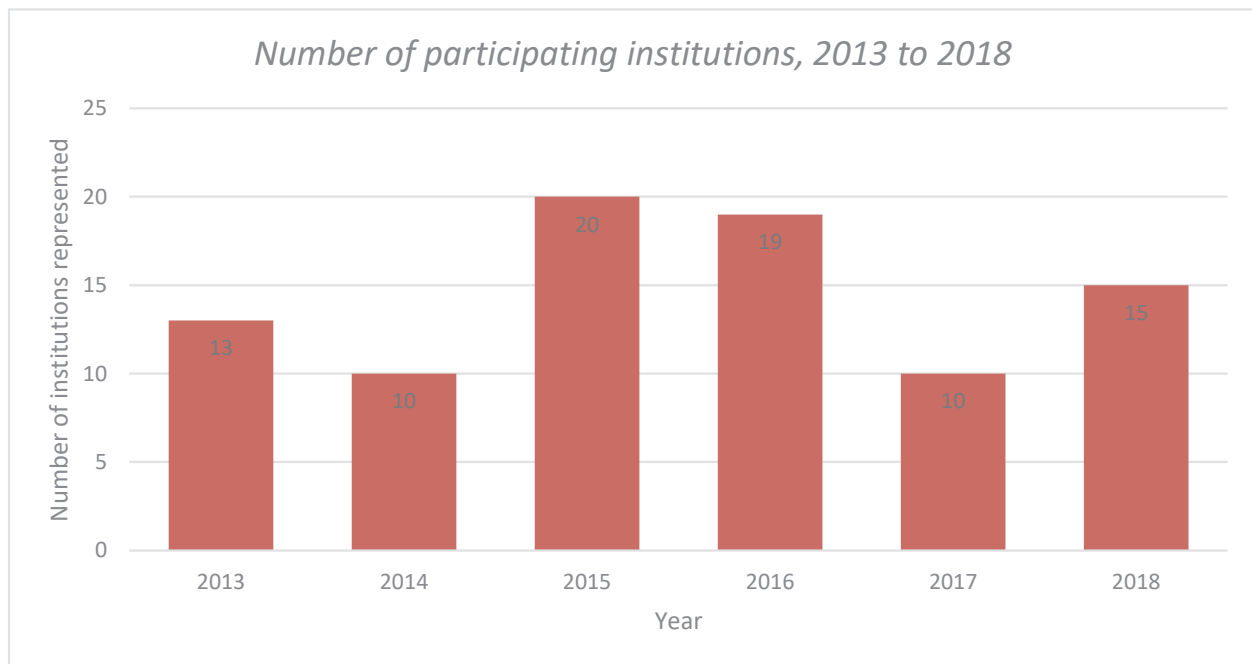
To complete the data set, two of the co-authors filled up the Excel sheet independently of each other. After this, the third co-author checked all of the manuscripts one more time to validate the entries made by the other two. For entries that were placed under different categories, the third co-author, who was the most senior of the three, had the final say. The data set underwent another round of cleaning up, primarily in the form of combining certain categories so as to facilitate the subsequent presentation of data.

Findings

From 2013 to 2018, the NBMC gathered a total of 285 papers from 64 universities, coming from 38 cities / towns. Figure 1 shows how many institutions participated every year. It reached a peak in 2015 when the conference was held in Baguio City.

Figure 1.
Number of participating institutions, 2013 to 2018

Number of participating institutions, 2013 to 2018

NBMC paper submissions per institution

Out of the 64 colleges and universities, only one was represented in all six conferences, while another was represented in five out of the six conferences. The top 10 institutions in terms of number of papers submitted and presented are: De La Salle University (133 papers), University of San Carlos (14), Central Bicol State University of Agriculture (13), Saint Louis University (13), Saint Mary's University (11), Ateneo de Davao University (9), Lyceum of the Philippines University (8), Holy Angel University (7), De La Salle – Lipa (6), St. Paul University (6) (see Table 1). Of these, five institutions have co-organized the NBMC. Colleges and universities that participated in less than three of the conferences constituted majority of the institutions in the list.

Table 1.
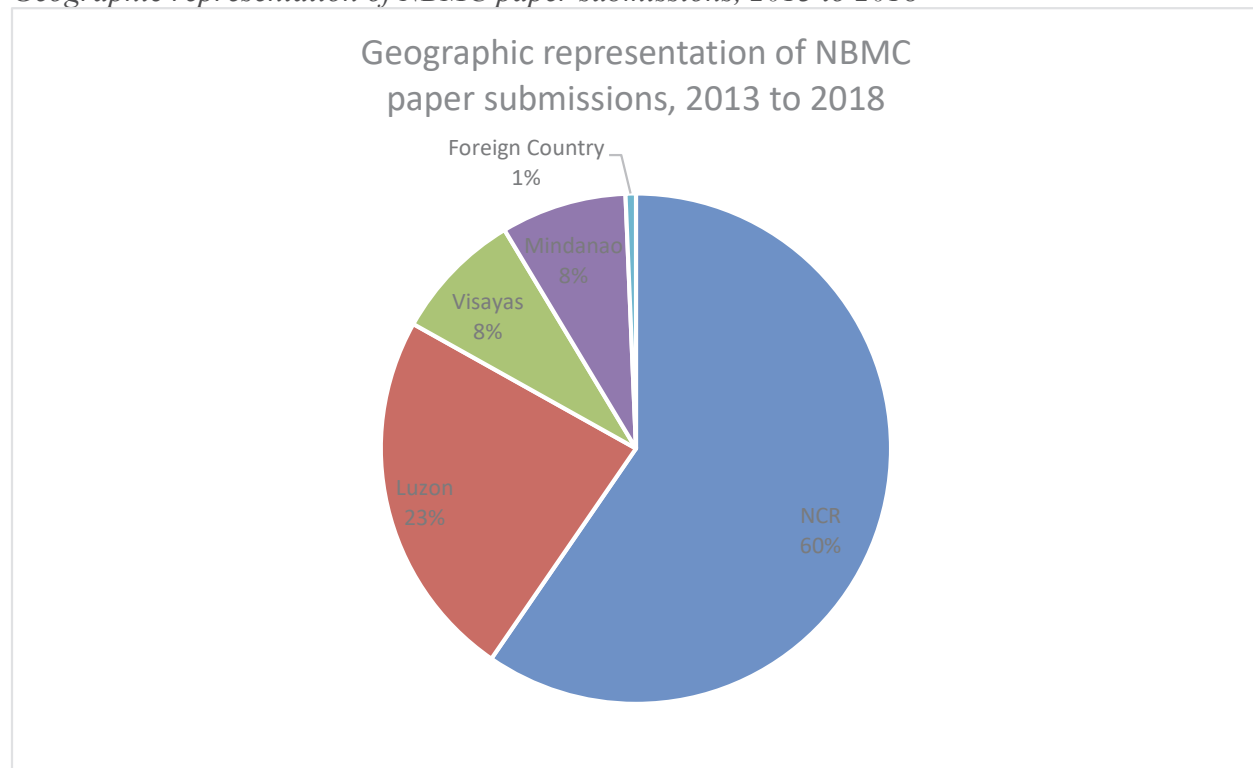*Number of papers submitted and presented, per institution (total from 2013 to 2018)*

Colleges and universities	f	%
De La Salle University	133	46.67
University of San Carlos	14	4.91
Central Bicol State University of Agriculture	13	4.56
Saint Louis University	13	4.56
Saint Mary's University	11	3.86
Ateneo de Davao University	9	3.16
Lyceum of the Philippines University	8	2.81
Holy Angel University	7	2.46
De La Salle – Lipa	6	2.11
St. Paul University	6	2.11
Others	65	22.81
TOTAL	285	100.00

NBMC paper submissions per region

Over the six-year period, researchers affiliated with universities based in the National Capital Region (NCR) constituted majority of those who submitted papers to the NBMC, followed by those coming from other parts of Luzon (see Figure 2).

Figure 2.
Geographic representation of NBMC paper submissions, 2013 to 2018

Geographic representation of NBMC paper submissions, 2013 to 2018

Foreign Country 1%
Mindanao 8%
Visayas 8%
Luzon 23%
NCR 60%

Researchers from NCR constituted majority of those who presented papers in the conference in four out of the six years covered by this study. The proportion was lopsided in favor of NCR in 2014 (80-percent) and 2018 (74-percent) when the conference was held in Manila. It was only in 2015 and 2017 when participants from other areas outnumbered those from NCR. In 2015, when the NBMC was held in Baguio City, almost half of the 54 papers was authored by individuals from Luzon (except NCR). In 2017, when the NBMC was held in Naga City, about 40-percent of the 37 papers was authored by individuals from Luzon (except NCR). Worth noting is the decline in the number of paper presenters from the Visayas, which decreased from about 26-percent in 2013 to less than 4-percent in 2018 (see Table 2).

Table 2.

Geographic representation of NBMC paper submissions, 2013 to 2018

	Luzon		Visayas		Mindanao		NCR		Foreign Countries		Total	
	f	%	f	%	f	%	f	%	f	%	f	%
2013 NBMC	1	2.44	11	26.83	4	9.76	25	60.98	0	0.00	41	100.00
2014 NBMC	1	3.70	7	25.93	0	0.00	37	137.04	1	3.70	27	100.00
2015 NBMC	26	48.15	2	3.70	4	7.41	21	38.89	1	1.85	54	100.00
2016 NBMC	16	23.88	1	1.49	12	17.91	37	55.22	0	0.00	67	100.00
2017 NBMC	15	40.54	2	5.41	3	8.11	17	45.95	0	0.00	37	100.00
2018 NBMC	12	20.34	2	3.39	1	1.69	43	72.88	0	0.00	59	100.00
TOTAL	71	24.91	25	8.77	24	8.42	180	63.16	2	0.70	285	100.00

Status of paper submissions

More than 68-percent of submissions are full papers, largely due to the organizers decision to encourage full-paper submissions in the more recent editions of the conference (see Table 3 and Figure 3). Of the 285 papers, about 35-percent are co-authorships, some of which are co-written by faculty members and their advisees. A few of the co-authorships are written by authors coming from different institutions (see Table 4 and Figure 4).

Table 3.

Status of NBMC paper submissions (abstracts and full papers), 2013 to 2018

	Abstract		Full paper		TOTAL	
	f	%	f	%	f	%
2013 NBMC	41	100.00	0	0.00	41	100.00
2014 NBMC	0	0.00	27	100.00	27	100.00
2015 NBMC	18	33.33	36	66.67	54	100.00
2016 NBMC	18	26.87	49	73.13	67	100.00
2017 NBMC	5	13.51	32	86.49	37	100.00
2018 NBMC	7	11.86	52	88.14	59	100.00
TOTAL	89	31.23	196	68.77	285	100.00

Figure 3.

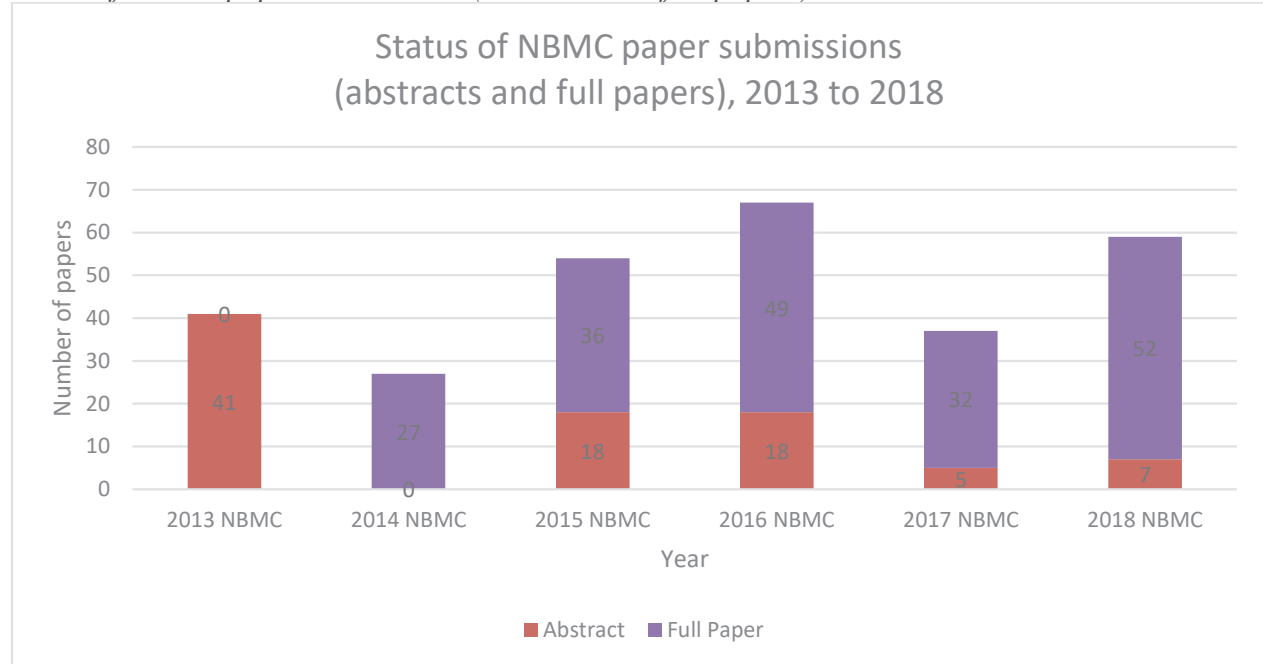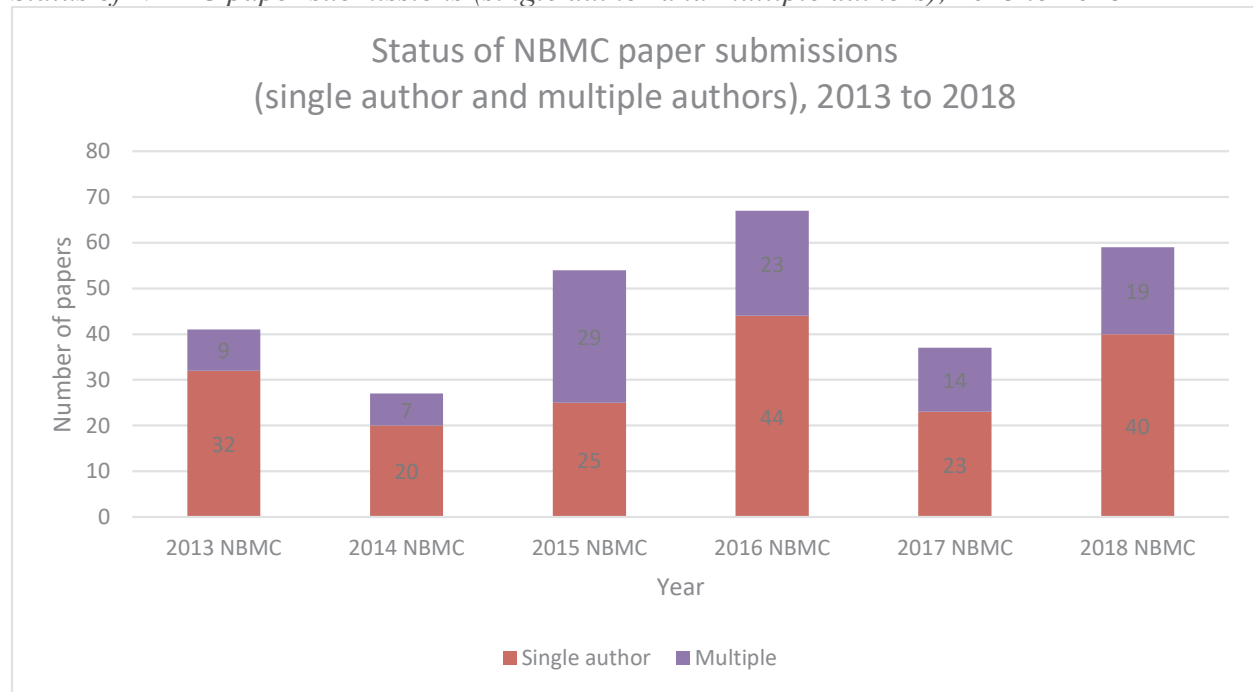*Status of NBMC paper submissions (abstracts and full papers), 2013 to 2018*

Table 4.

Status of NBMC paper submissions (single author and multiple authors), 2013 to 2018

	Single author		Multiple authors		TOTAL	
	f	%	f	%	f	%
2013 NBMC	32	78.05	9	21.95	41	100.00
2014 NBMC	20	74.07	7	25.93	27	100.00
2015 NBMC	25	46.30	29	53.70	54	100.00
2016 NBMC	44	65.67	23	34.33	67	100.00
2017 NBMC	23	62.16	14	37.84	37	100.00
2018 NBMC	40	67.80	19	32.20	59	100.00
TOTAL	184	64.56	101	35.44	285	100.00

Figure 4.
Status of NBMC paper submissions (single author and multiple authors), 2013 to 2018
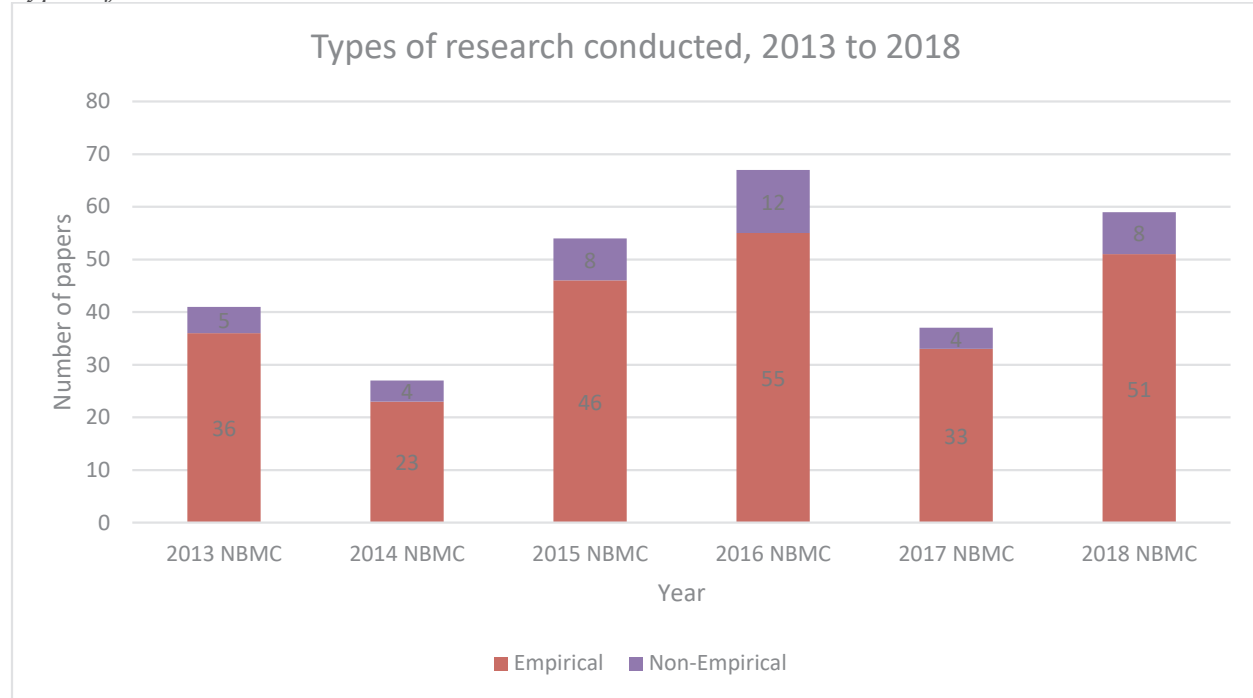

Types of research conducted

Of the 285 papers submitted over the six-year period, 244 were empirical studies, while 41 were non-empirical. The non-empirical research were in the form of conceptual papers and / or literature reviews. Some were in the form of research proposals (see Table 5 and Figure 5).

Table 5.
Types of research conducted, 2013 to 2018

	Empirical		Non-empirical*		TOTAL	
	f	%	f	%	f	%
2013 NBMC	36	87.80	5	12.20	41	100.00
2014 NBMC	23	85.19	4	14.81	27	100.00
2015 NBMC	46	77.97	8	14.81	54	100.00
2016 NBMC	55	79.71	12	17.91	67	100.00
2017 NBMC	33	89.19	4	10.81	37	100.00
2018 NBMC	51	83.61	8	13.56	59	100.00
TOTAL	244	82.99	41	17.01	285	100.00

Note: Non-empirical papers include conceptual papers, literature reviews, and others. Of the 41 non-empirical papers, we classified 9 as conceptual papers, 16 as literature reviews, and 7 as research proposals. The remaining 9 non-empirical papers were classified both as conceptual paper and literature review.

Figure 5.
Types of research conducted, 2013 to 2018

Nature of empirical research conducted

Of the 244 empirical papers submitted to the conference over the years, 151 were descriptive studies, two were exploratory studies, 46 were either causal or correlational studies. A total of 45 papers were placed under multiple categories, especially since most causal or correlational studies have a descriptive component (see Table 6 and Figure 7).

Table 6.
Nature of research of NBMC empirical paper submissions, 2013 to 2018*

	Descriptive		Exploratory		Causal or correlational		Multiple Classification		TOTAL	
	f	%	f	%	f	%	f	%	f	%
2013 NBMC	28	77.78	2	5.56	6	16.67	0	0.00	36	100.0
2014 NBMC	16	66.67	0	0.00	5	20.83	3	12.50	24	100.0
2015 NBMC	27	58.70	0	0.00	9	19.57	10	21.74	46	100.0
2016 NBMC	36	66.67	0	0.00	5	9.26	13	24.07	54	100.0
2017 NBMC	20	60.61	0	0.00	6	18.18	7	21.21	33	100.0
2018 NBMC	24	47.06	0	0.00	15	29.41	12	23.53	51	100.0
TOTAL	151	61.89	2	0.82	46	18.85	45	18.44	244	100.0

* Only the 244 empirical studies are included in the computation.

In terms of functional areas, almost 12-percent of the papers were classified under Operations, almost 11-percent were classified under Marketing, and almost 9-percent fell under IT. More than 57-percent could not be classified under any of the traditional functional areas, and include topics such as corporate social responsibility, entrepreneurship, spirituality, sustainability,

and tourism (see Table 7 and Figure 6). Of these, eight papers tackled topics related to agribusiness, agricultural economics, agricultural value chain, agricultural / farm tourism, five papers tackled topics related to sustainability (e.g. sustainability management, sustainability reporting, sustainable transport), and five papers tackled topics related to social entrepreneurship (e.g. social business models, social business incubation, social value creation).
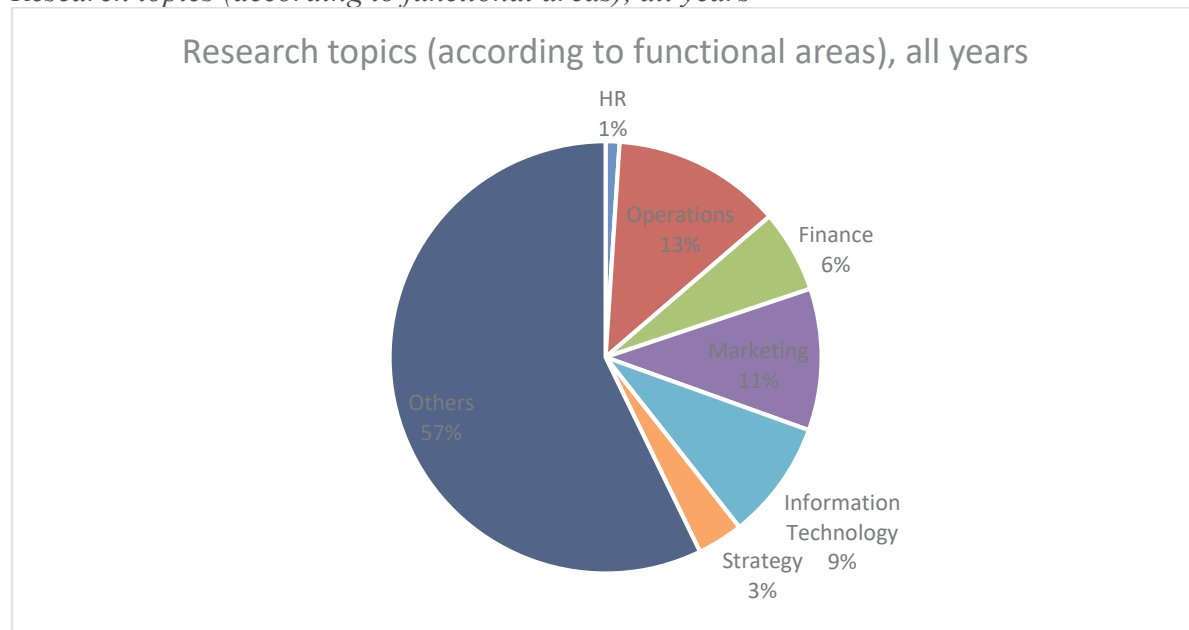
Table 7.
Research topics (according to functional areas), 2013 to 2018

	Finance		HR		IT		Marketing		Operations		Strategy		Others*		Total	
	f	%	f	%	f	%	f	%	f	%	f	%	f	%	f	%
2013 NBMC	7	17.07	3	7.32	2	4.88	3	7.32	3	7.32	1	2.44	22	53.66	41	100.00
2014 NBMC	2	7.14	0	0.00	0	0.00	4	14.29	4	14.29	1	3.57	17	60.71	28	100.00
2015 NBMC	2	3.77	0	0.00	3	5.66	4	7.55	9	16.98	1	1.89	34	64.15	53	100.00
2016 NBMC	1	1.47	0	0.00	11	16.18	8	11.76	5	7.35	1	1.47	42	61.76	68	100.00
2017 NBMC	3	7.32	0	0.00	6	14.63	5	12.20	5	12.20	0	0.00	22	53.66	41	100.00
2018 NBMC	3	4.92	0	0.00	4	6.56	7	11.48	11	18.03	6	9.84	30	49.18	61	100.00
Total	18	6.16	3	1.03	26	8.90	31	10.62	37	12.67	10	3.42	167	57.19	292	100.00

* "Others" includes topics such as agribusiness, corporate social responsibility, entrepreneurship, governance, legal, organizational development, social entrepreneurship, spirituality, sports, sustainability, technology, and tourism that could not be clearly classified under any of the above-mentioned functional areas. Some papers fall under multiple functional areas so the total number of papers counted is 292, instead of just 285.

Figure 6.
Research topics (according to functional areas), all years

Research topics (according to functional areas), all years

* "Others" includes topics such as agribusiness, corporate social responsibility, entrepreneurship, governance, legal, organizational development, social entrepreneurship, spirituality, sports, sustainability, technology, and tourism that could not be clearly classified under any of the above-mentioned functional areas. Some papers fall under multiple functional areas so the total number of papers counted is 292, instead of just 285.

Methods utilized

Over the six-year period covered, half of all empirical papers utilized quantitative methods, 25-percent utilized qualitative methods, and almost 24-percent utilized both quantitative and qualitative methods. In 2015 and 2017, more than 60-percent of the papers submitted exclusively utilized quantitative methods (see Table 8 and Figure 7).
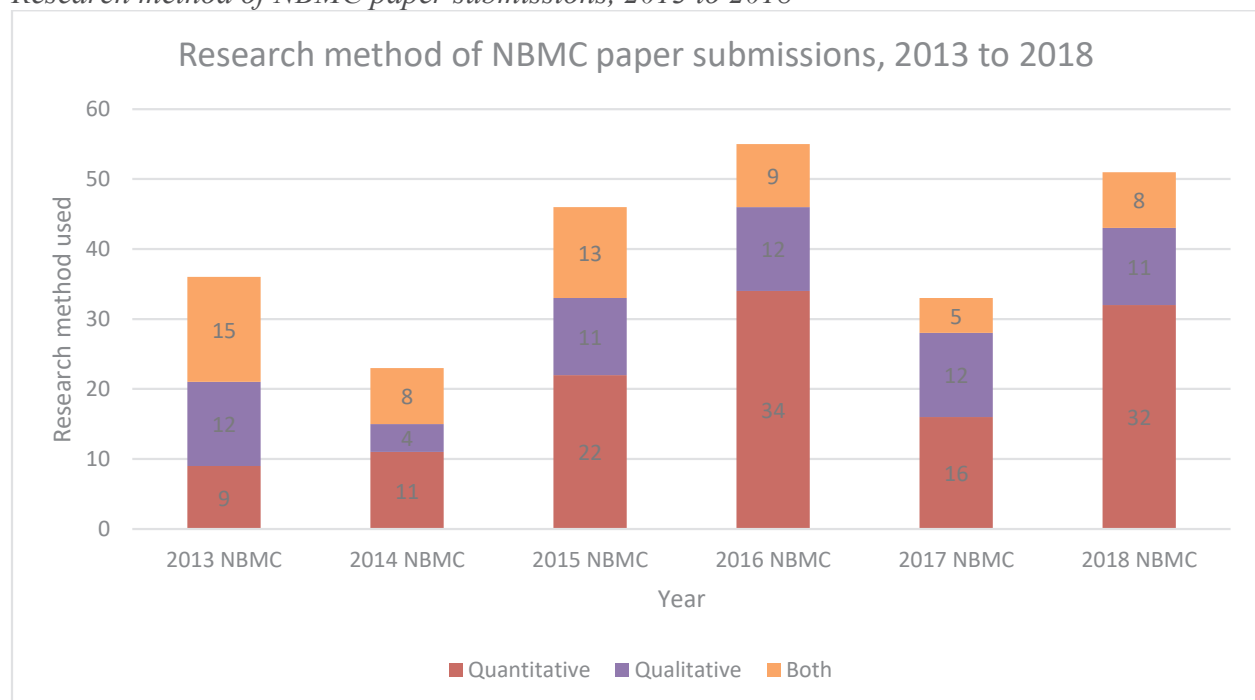
Table 8.
Research method of empirical papers submitted, 2013 to 2018

Year	Quantitative		Qualitative		Both		Total	
	f	%	f	%	f	%	f	%
2013 NBMC	9	25.00	12	33.33	15	41.67	36	100.00
2014 NBMC	11	47.83	4	17.39	8	34.78	23	100.00
2015 NBMC	22	47.83	11	23.91	13	28.26	46	100.00
2016 NBMC	34	61.82	12	21.82	9	16.36	55	100.00
2017 NBMC	16	48.48	12	36.36	5	15.15	33	100.00
2018 NBMC	32	62.75	11	21.57	8	15.69	51	100.00
Total	124	50.82	62	25.41	58	23.77	244	100.00

Figure 7.
Research method of NBMC paper submissions, 2013 to 2018

Of the 244 empirical papers submitted, 60-percent utilized the survey method, 16-percent used the case study research method, 8-percent utilized multiple methods (e.g., a combination of survey and case study), while almost 3-percent utilized action research. More than 11-percent utilized other methods, which include experimental research, dialectical research, and rapid impact assessment (see Table 9).

Table 9.
Specific research method utilized for empirical papers submitted, 2013 to 2018

Year	Survey		Case Study		Action Research		Multiple Methods		Others		Total	
	f	%	f	%	f	%	f	%	f	%	f	%
2013 NBMC	9	31.03	6	20.69	6	20.69	2	6.90	6	20.69	29	100.0
2014 NBMC	14	46.67	1	3.33	1	3.33	6	20.00	8	26.67	30	100.0
2015 NBMC	31	63.27	11	22.45	0	0.00	3	6.12	4	8.16	49	100.0
2016 NBMC	40	72.73	7	12.73	0	0.00	2	3.64	6	10.91	55	100.0
2017 NBMC	14	42.42	6	18.18	0	0.00	6	18.18	7	21.21	33	100.0
2018 NBMC	33	68.75	9	18.75	0	0.00	2	4.17	4	8.33	48	100.0
Total	148	60.66	40	16.39	7	2.87	21	8.61	28	11.48	244	100.0

Among the different data gathering methods, the most widely-utilized is the survey, which was employed 147 times over the six-year period. This was followed by the interview, which was employed 80 times, and secondary data collection, which was employed 63 times. Researchers also utilized focus group discussions and observations, but less frequently (see Table 10).

Table 10.
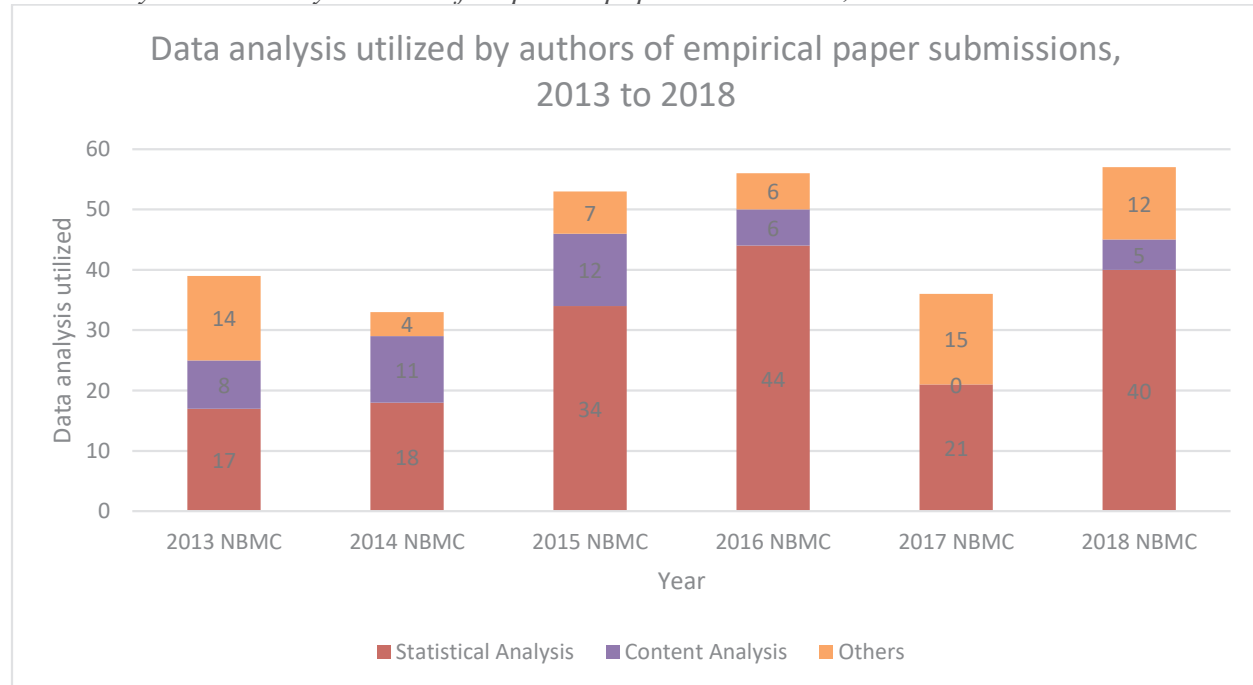*Data gathering method of NBMC empirical paper submissions, 2013 to 2018*

Year	Survey		Interview		Observation		FGD		Secondary data		Undisclosed		Others		Total	
	f	%	f	%	f	%	f	%	f	%	f	%	f	%	f	%
2013 NBMC	14	25.93	17	31.48	4	7.41	5	9.26	2	3.70	5	9.26	7	12.96	54	100.00
2014 NBMC	15	40.54	9	24.32	1	2.70	2	5.41	8	21.62	0	0.00	2	5.41	37	100.00
2015 NBMC	32	45.07	17	23.94	1	1.41	5	7.04	11	15.49	0	0.00	5	7.04	71	100.00
2016 NBMC	39	47.56	12	14.63	5	6.10	4	4.88	16	19.51	1	1.22	5	6.10	82	100.00
2017 NBMC	16	35.56	11	24.44	1	2.22	4	8.89	8	17.78	1	2.22	4	8.89	45	100.00
2018 NBMC	31	48.44	14	21.88	0	0.00	0	0.00	18	28.13	0	0.00	1	1.56	64	100.00
Total	147	41.64	80	22.66	12	3.40	20	5.67	63	17.85	7	1.98	24	6.80	353*	100.00

* The total of 353 refers to the specific data gathering methods utilized across the 244 empirical papers.

Given that survey research is the preferred method among the conference participants, it follows that a big percentage of the papers utilized statistical analysis. For those that did case study research, particularly those that employed interviews, the preferred method is content analysis (see Table 11 and Figure 8). Other analytical methods disclosed are case description, comparative analysis, cost-benefit analysis, financial analysis, industry analysis, photo documentation, thematic analysis, and value chain analysis.

Table 11.
Data analysis utilized by authors of empirical paper submissions, 2013 to 2018

Year	Statistical Analysis		Content Analysis		Others		Total	
	f	%	f	%	f	%	f	%
2013 NBMC	17	43.59	8	20.51	14	35.90	39	100.00
2014 NBMC	18	54.55	11	33.33	4	12.12	33	100.00
2015 NBMC	34	64.15	12	22.64	7	13.21	53	100.00
2016 NBMC	44	78.57	6	10.71	6	10.71	56	100.00
2017 NBMC	21	58.33	0	0.00	15	41.67	36	100.00
2018 NBMC	40	70.18	5	8.77	12	21.05	57	100.00
Total	174	63.50	42	15.33	58	21.17	274	100.00

Figure 8.
Data analysis utilized by authors of empirical paper submissions, 2013 to 2018

Among those that utilized statistical analysis, descriptive statistics was most commonly employed (139 times), followed by simple or multiple linear regression (48 times), correlation (46 times), ANOVA (24 times), and T-Test (16 times). It might be worth noting that Partial Least Squares – Structural Equation Modelling (PLS-SEM) was utilized thrice in 2015 and five times in 2018.

Table 12.
Statistical tests utilized by authors, 2013 to 2018

Year	Descriptive		Chi-Square		T-Test		ANOVA		Correlation		Regression		PLS-SEM		Others		Total	
	f	%	f	%	f	%	f	%	f	%	f	%	f	%	f	%	f	%
2013 NBMC	9	29.03	0	0.00	3	9.68	2	6.45	4	12.90	4	12.90	0	0.00	9	29.03	31	100.00
2014 NBMC	10	45.45	2	9.09	3	13.64	1	4.55	5	22.73	1	4.55	0	0.00	0	0.00	22	100.00
2015 NBMC	27	40.91	2	3.03	1	1.52	8	12.12	12	18.18	8	12.12	3	4.55	5	7.58	66	100.00
2016 NBMC	38	46.91	1	1.23	4	4.94	6	7.41	10	12.35	9	11.11	0	0.00	13	16.05	81	100.00
2017 NBMC	19	37.25	1	1.96	2	3.92	3	5.88	8	15.69	11	21.57	0	0.00	7	13.73	51	100.00
2018 NBMC	36	45.57	0	0.00	3	3.80	4	5.06	7	8.86	15	18.99	5	6.33	9	11.39	79	100.00
Total	139	42.12	6	1.82	16	4.85	24	7.27	46	13.94	48	14.55	8	2.42	43	13.03	330*	100.00

* The total of 330 refers to the statistical tests utilized across the 174 papers that utilized statistical analysis.

Discussion of results

Going by the data presented in the foregoing section, there are three things worth noting: (a) that NBMC seems dominated by researchers affiliated with DLSU; (b) that the research conducted by the participants seem to transcend functional barriers; and (c) that while quantitative methods is preferred, there is a good number of research that utilized qualitative and / or mixed methods. Let us discuss these three points in greater detail below.

DLSU-dominated conference. It is no surprise that the NBMC, as a conference co-organized by DLSU, has consistently generated a big number of participants from La Salle. This could be partly because DLSU has two business doctoral programs, namely the Doctor of Business Administration (DBA) and the Doctor of Philosophy in Business (PhD Business), whose students have been active participants of the NBMC over the years. Consequently, there is also a big number of participants coming from NCR largely because of the Lasallian contingent. However, it is worth noting how several major NCR-based institutions with graduate business schools (e.g. Asian Institute of Management, Ateneo Graduate School of Business, Far Eastern University, San Beda University, University of Santo Tomas, University of the Philippines) are not among the Top 10 participating universities in the NBMC. One could surmise that some of these schools are not really research-oriented in the area of business and management, while some probably choose to participate in other local or international conferences.

It is a positive development, however, that among the Top 10 participating universities, three come from the CALABARZON area, two come from Northern Luzon, two from NCR, and one each from Pampanga, Cebu, and Davao. This is consistent with one of the goals of the NBMC, which is to reach business and management scholars across the country by holding the conference in different regions.

Transcending functional barriers. It is interesting to note that most of the research undertaken by NBMC participants transcend the confines of the traditional functional areas of business. As mentioned earlier, 57-percent of the papers could not be classified under finance, HR, IT, marketing, operations, and strategic management. Could it be that business scholars in the country are more interested in emerging research areas such as social entrepreneurship, sustainability, and workplace spirituality, technology, among others? Doctoral students, after all, are expected to work on research gaps that emerge from their literature reviews. It is also possible that participants were also influenced by the themes that the NBMC has adopted, which focused on the ethical and social responsibilities of business, as well as on the sustainable development goals.

Not just quantitative research. It was expected that business and management scholars in the country would favor quantitative research, particularly those that generate data using survey questionnaires. Worth mentioning, though, is the substantial number of qualitative research that have been done by conference participants over the years. This is an indication of how other research approaches such as case study research and action research have become increasingly popular among faculty members and doctoral students of business schools. This could be partly due to the fact that doctoral students from DLSU, which constitute a big number of conference participants, are exposed to both quantitative and qualitative methods in their various courses.

Many of these doctoral students and graduates are also faculty members of other universities, and could very well bring along their skills in a variety of research methods back to their respective institutions.

Conclusions and recommendations

To conclude, we have established that while the NBMC has attracted participants from various institutions throughout the country, it is still dominated by participants coming from DLSU. It will benefit from having a more diverse set of participants in the coming years, both in terms of geographic location and institutional affiliation. Conference organizers can achieve this goal of diverse participation by promoting the conference more aggressively, and by tapping the institutional networks of current and previous co-organizers. Efforts can also be undertaken to hold another conference in Visayas and in Mindanao in the coming years. It might help to identify universities that offer business doctoral programs, and to encourage their faculty members and doctoral students to submit papers to the conference. Doctoral students from these universities could be allowed to submit paper proposals (instead of full papers) that they can present in a separate colloquium within the conference, during which they can be given feedback by seasoned researchers from the Philippine Academy of Management as to how to proceed with their proposed studies.

We have also shown that a majority of conference participants favors quantitative methods, particularly survey-based research that utilize statistical analysis. However, many of the papers simply employed descriptive statistics. Some utilized correlation analysis, as well as simple and multiple linear regressions, while a few used more complex statistical analyses such as PLS-SEM. This is an indication of the generally low level of complexity of quantitative studies that have been undertaken by conference participants, even as a few have attempted studies that require solid theorization and more sophisticated analyses.

While the conference received a significant number of qualitative studies, especially case study research, there is a need to further expand the research repertoire of business and management scholars in the country. This is one of the goals of the NBMC, which has included capability building sessions on various research methods over the years. Aside from promoting more rigorous execution of case study research and action research, the organizers can also invite resource persons from other social sciences to talk about alternative research methods, including ethnographic approaches, phenomenological approaches, grounded theory approaches, and arts-informed inquiry, among others.

Clearly, the NBMC has made some inroads in terms of promoting business and management scholarship in the Philippines. Aside from providing business faculty and graduate students with an opportunity to present their completed papers and works-in-progress to their peers, the NBMC also makes available these papers in its conference proceedings. With the help of the Philippine Academy of Management (PAoM), some of these papers are published in the PAoM e-Journal, after going through a rigorous peer-review process. Conference organizers, however, can still find ways to expand NBMC's reach, and to promote a wider range of research methods that could better address emerging issues confronting the country.

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