

# Strategy and management research in Latin America: A bibliometric study based on journals indexed in Scopus

José Luis Ausejo-Sánchez<sup>1,\*</sup>, Fiorella Victoria Luperdi-Rios<sup>1</sup>, Gleny Amelia Ching-Campos<sup>1</sup>, Damaris Faviola Medina-Palma<sup>1</sup>, Sixto Samanamud-Malca<sup>1</sup>

<sup>1</sup> Universidad Nacional José Faustino Sánchez Carrión, Perú.

\* Corresponding author

Email: [jausejo@unjfsc.edu.pe](mailto:jausejo@unjfsc.edu.pe). ORCID: <https://orcid.org/0000-0003-4674-6150>

## ABSTRACT

**Objective.** A study of the scientific output published in Latin American strategy and management journals indexed in Scopus was conducted. The study analyzed productivity patterns, predominant themes, the intellectual basis of the field, and collaboration networks between countries and institutions.

**Design/Methodology/Approach.** A bibliometric analysis was conducted using articles retrieved from 13 Latin American journals. The indicators encompassed productivity by journal and country, keyword co-occurrence, scientific collaboration by country, scientific collaboration by country institution, and journal co-citation.

**Results/Discussion.** The findings indicated that the field was undergoing a process of consolidation, with a notable concentration of productivity in Brazil and Colombia, as well as significant collaborative connections with Spain and Mexico. The thematic analysis revealed the coexistence of established themes such as strategy, innovation, sustainability, and organizational performance, with contextualized lines linked to public policy, SMEs, and work management. The intellectual underpinnings of this approach were endorsed by prominent international journals in the domain of strategy and management, underscoring a discernible linkage with global theoretical frameworks. The field of study reflected patterns of fragmentation between countries.

**Conclusions.** Latin American strategy and management journals serve as platforms for the publication of global debates on regional issues, albeit with heterogeneous development across countries and topics. To fortify the field, it is imperative to scrutinize the evolution of its thematic orientations, to consolidate more stable research communities, and to cultivate a more profound comprehension of the role of journals in shaping disciplinary agendas within the region.

**Originality/Value.** This study is notable for its contribution to the field of bibliometrics, offering one of the first comprehensive characterizations of Latin American journals indexed in Scopus within the domain of strategy and management. It also furnished an updated and nuanced perspective on the regional distribution of scientific output in this domain.

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**KEYWORDS:** bibliometric analysis; strategy; management; Latin American journals; scientific collaboration; thematic co-occurrence.

## 1. INTRODUCTION

IN LATIN AMERICA, the development of administration has historically occurred within a context characterized by a pronounced practical orientation and a paucity of institutional conditions conducive to the cultivation of a robust research culture. As Ballina Ríos (2021) observes, intellectual pursuits within the administrative domain frequently become secondary to the pressing demands of professional practice. This phenomenon has impeded the establishment of robust scientific communities and the development of their own analytical frameworks. Concurrent with these conditions, quantitative approaches aimed at understanding disciplines based on their intellectual output have gained importance in recent years. According to Pineda-Henao *et al.* (2021), the application of scientometric studies facilitates the identification of trends, research lines, and patterns of development in fields such as administration and organizations. These studies provide elements that contribute to a comprehensive understanding of the foundations, trajectory, and challenges involved in consolidating these fields as scientific disciplines. This approach has led to an increased focus on mapping and defining academic output within the region.

A number of studies have examined Latin American research in business, management, and related fields from a macro perspective. Coronado *et al.* (2020) conducted a bibliometric analysis at the country level between 1990 and 2019, identifying clear leadership by Brazil, Chile, and Mexico in both productivity and impact. The analysis also revealed a strong bias toward international collaboration with the United States and Europe, as well as comparatively limited intraregional cooperation. A thematic analysis of the results indicates a predominant presence in the fields of operational research, finance, business strategy, and international management. Conversely, other studies in the domain of business, management, and decision sciences, such as that of Cortés-Sánchez *et al.* (2020), have demonstrated that, although Latin

American production is less voluminous and impactful than, for example, China's, it also makes distinctive contributions in areas such as technology management, organizational development, and sustainability. Research has also been conducted to analyze the structure and subject matter of journals in the region. Ruiz-Torres *et al.* (2018) characterized the subject matter of 37 public administration journals published in Spanish in Latin America, showing that output is distributed among traditional areas such as finance, accounting, management, and strategy, and more recent areas such as innovation, business, and information systems. In a similar vein, Geldres-Weiss *et al.* (2016) undertook one of the inaugural systematic endeavors to categorize and delineate Latin American management journals. Their analysis identified 207 active journals in 2016 and revealed that, at that time, regional presence in mainstream databases was extremely limited and concentrated in a few countries, including Brazil, followed by Mexico, Chile, Argentina, and Colombia.

Research behavior has also been examined through content analysis of specific journals. Ocampo-Salazar *et al.* (2016) conducted a comprehensive review of 3,210 articles published in 10 Latin American management journals between 2000 and 2014. The results indicated a pronounced emphasis on conventional subjects such as strategy, marketing, finance, and organizational management, accompanied by limited thematic diversity and imbalanced participation among countries, with a predominance of Brazil, Colombia, and Chile. Their findings also demonstrate the limited integration of interdisciplinary approaches and the nascent stage of international collaboration. A number of studies have previously examined the structural challenges faced by the Latin American academic ecosystem. Gonzalez-Brambila, Jenkins, and Lloret (2016) identify low investment in R&D, weak university-business links, and a lack of incentives to publish in international journals as persistent factors, which explain the concentration of academic output in a few countries

and the difficulties in consolidating a more robust presence on the global stage. Finally, the thematic dispersion of the field has been examined by Cortés (2022a), who analyzed more than 4,600 articles published between 1998 and 2017 on management and business in Latin America and the Caribbean. The author's findings indicate that the field exhibits a relatively flexible structure, characterized by a consistent growth in the number of subjects addressed, though without the development of consistent thematic cores over time. The study also identifies that sustainability occupies a central place within the whole, while traditionally strong areas of management, such as marketing, leadership, or case studies, appear less integrated into the regional thematic network.

Taken together, these findings reveal that, despite advances in scientometric studies in administrative, managerial, and business areas, significant gaps remain in the systematic characterization of scientific output published specifically in Latin American strategy and management journals, especially with regard to their productivity patterns, predominant themes, intellectual basis, and scientific collaboration networks. In this context, the objective of this study is to characterize the scientific output published in Latin American journals specializing in strategy and management that are indexed in Scopus. The aim is to identify: (a) the distribution of productivity by journal and country, (b) the predominant themes in the articles, (c) the intellectual basis of the field based on journal co-citation, (d) patterns of collaboration at the country level, and (e) patterns of collaboration at the organizational level. The research questions (RQs) to be answered in the study are as follows:

- RQ1. How is scientific output distributed among journals and countries?
- RQ2. What are the predominant topics in the research published in these journals?
- RQ3. What is the intellectual basis underpinning the field, according to the most frequently co-cited journals?
- RQ4. What patterns of scientific collaboration are observed between countries?
- RQ5. What patterns of collaboration are observed between organizations?

## 2. METHODOLOGY

This study adopted a descriptive bibliometric approach. The unit of analysis was Latin American journals classified in the *Strategy & Management* area according to the 2024 edition of *Scimago Journal & Country Rank*, which turned out to be 13 journals (Table 1). For each of these journals, the ISSNs were verified for both the printed and electronic versions. This was done to ensure the complete retrieval of the publications that have been indexed in Scopus.

The search equation was subsequently implemented, incorporating the ISSN of each journal. The search was limited to articles published in 2024 to ensure the inclusion of original and review articles only. The final search equation was as follows:

*ISSN(1679-8171) OR ISSN(2237-8960) OR ISSN(1807-7692) OR ISSN(1659-2395) OR ISSN(1659-3359) OR ISSN(1983-0807) OR ISSN(1806-4892) OR ISSN(1390-6291) OR ISSN(1390-8618) OR ISSN(2178-938X) OR ISSN(0034-7590) OR ISSN(1808-2386) OR ISSN(0123-5923) OR ISSN(2665-6744) OR ISSN(0719-1839) OR ISSN(2248-6046) OR ISSN(2011-7663) OR ISSN(2248-6968) OR ISSN(0121-5051) OR ISSN(2237-826X) OR ISSN(1900-7205) OR ISSN(0120-3592) AND ( LIMIT-TO ( DOCTYPE,"ar" ) OR LIMIT-TO ( DOCTYPE,"re" ) ) AND PUBYEAR > 2004 AND PUBYEAR < 2024*

The final sample comprised 4,207 documents. The records were exported from Scopus in CSV format, including the metadata necessary for analysis: (a) the name of the journal, (b) the title, abstract, and keywords of the article, (c) the authors' names and their institutional affiliations, (d) the country of affiliation, and (e) the complete list of cited references. Subsequently, all of the aforementioned data were normalized through a series of actions. These actions included the unification of variants of institutional names and cited journals, the standardization of countries according to ISO nomenclature, and the construction of a thesaurus of author keywords. The objective of these actions was to consolidate synonyms and spelling variations. The bibliometric indicators calculated were as follows:

Journal	ISSN/eISSN	Publishing entity	Country	Scopus coverage
<i>Brazilian Journal of Operations and Production Management</i>	16798171, 22378960	Associacao Brasileira de Engenharia de Producao	Brazil	2019-2025
<i>BAR-Brazilian Administration Review</i>	18077692	ANPAD - Associacao Nacional de Pos-Graduacao e Pesquisa em Administracao	Brazil	2009-2025
<i>Tec Empresarial</i>	16592395, 16593359	Business School, Instituto Tecnológico de Costa Rica	Costa Rica	2019-2025
<i>Revista Brasileira de Gestão de Negócios</i>	19830807, 18064892	Fundacao Escola de Comercio Alvares Penteado	Brazil	2004-2024
<i>Retos (Ecuador)</i>	13906291, 13908618	Universidad Politecnica Salesiana	Ecuador	2019-2024
<i>RAE-Revista de Administração de Empresas</i>	2178938X, 00347590	Fundacao Getulio Vargas	Brazil	2007-2025
<i>Brazilian Business Review</i>	18082386	FUCAPE Business School	Brazil	2017-2025
<i>Estudios Gerenciales</i>	01235923, 26656744	Universidad Icesi	Colombia	2009-2024
<i>Revista de Gestión Pública</i>	7191839	Universidad de Valparaiso	Chile	2019-2024
<i>Revista Finanzas y Política Económica</i>	22486046, 20117663	Universidad Catolica de Colombia	Colombia	2015-2024
<i>Innovar</i>	22486968, 01215051	Universidad Nacional de Colombia	Colombia	2008-2025
<i>AtoZ</i>	2237826X	Programa de Pos-Graduacao em Gestao da Informacao, Universidade Federal do Parana	Brazil	2019-2024
<i>Cuadernos de Administración</i>	19007205, 01203592	Pontificia Universidad Javeriana	Colombia	2008-2024

**Table 1.** List of journals indexed in Scopus in the category *Strategy & Management*, according to the 2024 edition of the *Scimago Journal & Country Rank*.

- Productivity per source journal
- Productivity by country
- Co-occurrence of terms
- Country collaboration
- Collaboration between institutions
- Co-citation of journals

The predominant themes were analyzed using a keyword co-occurrence procedure with VOSviewer software. The *association strength* normalization method, which is widely recommended for bibliometric networks, was employed. This method was used in conjunction with a minimum frequency threshold that was adjusted iteratively to obtain an interpretable and semantically coherent thematic map. The intellectual underpinnings of the field were elucidated through a meticulous analysis of the co-citation of journals. This approach enabled the identification of the theoretical traditions and bodies of knowledge that form the foundation of articles published in Latin American

journals. Consequently, patterns of scientific collaboration were analyzed using co-authorship networks by country and by institution. This approach enabled the visualization of the structure of academic cooperation without descending to the level of individual authors. This is particularly salient given that the focus of this study is on the editorial articulation of the field. Bibliometric indicators were calculated using VOSviewer, both for constructing matrices and for visualizing networks. In all cases, the *association strength* normalization method was applied, as it allowed for adjustment of volume differences between nodes and proportional representation of relationships. The indicators that were the focus of the analysis are enumerated as follows:

- *Productivity per source journal*: It was calculated by counting the total number of articles published in each of the 13 journals included in the sample. No additional normalization

was applied, as the objective was to provide a descriptive measure of production volume.

- *Productivity by country:* It was determined by counting the total number of articles according to the country of affiliation of the lead author. In cases of multiple affiliations, the criterion of complete counting was used to reflect the total contribution of each country to the set of publications.
- *Co-occurrence of terms:* This was obtained from the frequency with which the author's keywords appeared together in the same article. The network was normalized with *association strength*, and a minimum threshold of five occurrences was applied. This procedure made it possible to identify thematic clusters and predominant lines of research.
- *Country collaboration:* It was constructed from co-authorship networks based on the institutional affiliation of all authors of articles (complete count) based on co-occurrence. A link was established between two countries when both appeared as affiliations in the same publication. Normalized networks allowed for the analysis of patterns of international cooperation between countries within and outside the region.
- *Institutional collaboration:* It was calculated using the same procedure applied to country collaboration, but aggregating data at the institutional level. Each link represented a co-authorship between two institutions. The resulting networks made it possible to identify institutional collaboration communities.
- *Co-citation of journals:* It was generated from the frequency with which two journals were cited together in the reference lists of the articles in the corpus. The normalization of the *association strength* allowed us to identify disciplinary communities and provided an underlying intellectual perspective on the research published in these Latin American journals as a whole.

The interpretation of the results must consider the inherent limitations of the database, namely, the heterogeneity of the publication periods across journals. This heterogeneity arises from the inclusion of journals with disparate time coverage in the Scopus database. This limitation was identified during the evaluation of the "scopus coverage" column for each journal

in Table 1, which indicated that the corpus did not encompass the complete historical scientific output of these journals. Consequently, the results describe the field solely on the basis of its indexed expression in the database. Notwithstanding, this constitutes a methodologically verifiable procedure, albeit contingent upon the database's indexing criteria.

### 3. RESULTS

#### 3.1. Productivity analysis by source journals

As delineated in "Methodology" section, the study sample consists of Latin American journals, which collectively encompass 4,207 documents indexed in Scopus. However, the productivity of each journal with respect to the total corpus is heterogeneous (Table 2). This phenomenon can be attributed, firstly, to the distinct editorial trajectories of each journal and, secondly, to the variations in the indexing coverage of the database. The journals *Innovar*, *RAE-Revista de Administração de Empresas*, and *Estudios Gerenciales* are noteworthy for their exceptional productivity, with 710, 707, and 631 documents, respectively. These three journals have firmly established themselves in the academic community of Latin America, particularly in the domain of theoretical and empirical research in the fields of strategy and management. *Innovar*'s primary focus lies in conceptual renewal, theoretical debates, and critical and sociological approaches to management. *RAE-Revista de Administração de Empresas*, on the other hand, is distinguished by its publication of research that aligns more closely with managerial and corporate traditions. Meanwhile, *Estudios Gerenciales* merits particular recognition for its balanced approach, integrating research on economics and management within the Ibero-American context.

A secondary group of productive journals merits attention, among which the following stand out: the *Revista Brasileira de Gestão de Negócios* (569 documents), *Cuadernos de Administración* (267), *Brazilian Business Review* (235), *Brazilian Journal of Operations and Production Management* (204), and *Revista Finanzas y Política Económica* (168) were also consulted. These journals are characterized by their thematic focus and relevance to the field.



For instance, *Revista Brasileira de Gestão de Negócios* integrates strategic management with organizational analyses oriented toward Brazilian business practices, while *Brazilian Business Review* reflects a greater methodological openness toward quantitative studies and economic-administrative modeling. *Cuadernos de Administración* and *Revista Finanzas y Política Económica*, publications of Andean university presses, demonstrate a robust association with social, institutional, and public policy concerns. This approach introduces regional nuances that enrich the field from a situated Latin American perspective. A third set of journals

was identified, encompassing those with more recent coverage in Scopus, including *Tec Empresarial*, *Retos (Ecuador)*, and *Revista de Gestión Pública*, which demonstrated productivity levels below 150 documents each. Their contributions are strategic in nature, as they concentrate on emerging subjects, particularly social innovation, territorial entrepreneurship, contemporary public management, and adaptive organizational systems. However, their comparatively brief coverage period means that they have not yet achieved a substantive accumulation of productivity comparable to that of the more established titles (Table 2).

No.	Source journal	Documents	Scopus coverage
1	<i>Innovar</i>	710	2008-2025
2	<i>RAE-Revista de Administração de Empresas</i>	707	2007-2025
3	<i>Estudios Gerenciales</i>	631	2009-2024
4	<i>Revista Brasileira de Gestão de Negócios</i>	569	2004-2024
5	<i>BAR-Brazilian Administration Review</i>	345	2009-2025
6	<i>Cuadernos de Administración</i>	267	2008-2024
7	<i>Brazilian Business Review</i>	235	2017-2025
8	<i>Brazilian Journal of Operations and Production Management</i>	204	2019-2025
9	<i>Revista Finanzas y Política Económica</i>	168	2015-2024
10	<i>Atoz</i>	153	2019-2024
11	<i>Retos (Ecuador)</i>	100	2019-2024
12	<i>Tec Empresarial</i>	73	2019-2025
13	<i>Revista de Gestión Pública</i>	45	2019-2024

**Table 2.** Number of documents per journal.

### 3.2. Analysis of productivity and collaboration by country

Productivity by country reflects a pattern clearly linked to the country of origin of each journal. However, it also demonstrates transnational exchange dynamics that vary according to the thematic orientation and trajectory of each publication (Table 3). A marked concentration of production from Brazil is evident in the Brazilian journals *Brazilian Business Review*, *Brazilian Journal of Operations and Production Management*, *Revista Brasileira de Gestão de Negócios*, and *RAE-Revista de Administração de Empresas*, with values ranging from 143 to 552 documents. This finding suggests a robust relationship between the national academic community and indexed production. For instance, the *Brazilian Business Review* contains 222 articles by Brazilian authors, with minimal

contributions from other countries, indicating a disciplinary and editorial emphasis on consolidating the field within Brazil. In contrast, *RAE-Revista de Administração de Empresas* combines a high Brazilian predominance (552 documents) with a stable participation of countries such as Chile and Colombia (16 documents each), indicating its capacity to function as a regional articulating space. A divergent pattern is exhibited by the journals published in Colombia, including *Estudios Gerenciales*, *Innovar*, and *Cuadernos de Administración*. While Colombia has the highest number of documents in these categories (316, 210, and 167, respectively), the participation of Mexico and Chile is significantly higher than that of Brazil in journals from these countries. Furthermore, these journals demonstrate a notable presence from Spain, as evidenced by *Innovar*, which features 274 articles authored by Spanish institutions,

and *Cuadernos de Administración*, which includes 72 articles. This phenomenon signifies the successful transformation of these publications into prominent Latin American platforms that have attained an Ibero-American audience.

A more balanced geographical distribution is evident in journals from Central America and emerging Andean countries in Scopus, such as *Tec Empresarial*, *Revista de Gestión Pública*, and *Retos (Ecuador)*. These patterns demonstrate a stronger correlation with the region. In *Tec Empresarial*, Costa Rica has the highest number of documents, with 20 documents, followed by Colombia and Mexico, which have 10 each. Spain is the most productive country, with 29 documents. This journal functions as an academic nexus, serving as a point of convergence for scholarly discourse among Central America, the Southern Cone, and the Iberian Peninsula. In *Retos (Ecuador)*, Ecuadorian editorial leadership (23 documents) coexists with

strong participation from Spain (26) and Peru (16), evidence of Andean and Ibero-American collaboration networks. Finally, *Revista de Gestión Pública* presents a balance between Mexico (14), Chile (13), and Argentina (6), showing that Latin American public management is articulated more at the regional level than at the national level, in contrast to the more concentrated pattern of business management journals. Additionally, it is noteworthy that, concerning non-Latin American countries, while Latin American participation predominates in all journals, Spain's presence is systematic. The contributions of other nations, including France, the United Kingdom, the United States, Canada, and Iran, though comparatively modest in terms of volume, are nevertheless substantial. While these contributions may not represent a primary emphasis, they do serve to bolster the international standing of the field within regional academic publications.

No.	Journal	Total items	Five most productive countries	Scopus coverage
1	<i>Innovar</i>	710	Spain (274), Colombia (210), Mexico (80), Chile (59), Brazil (51)	2008-2025
2	<i>RAE-Revista de Administração de Empresas</i>	707	Brazil (552), Spain (51), Chile (16), Colombia (16), Mexico (12)	2007-2025
3	<i>Estudios Gerenciales</i>	631	Colombia (316), Mexico (101), Spain (78), Brazil (51), Chile (35)	2009-2024
4	<i>Revista Brasileira de Gestão de Negócios</i>	569	Brazil (396), Mexico (18), Colombia (9), Spain (68), Chile (7)	2004-2024
5	<i>BAR-Brazilian Administration Review</i>	345	Brazil (322), United States (13), Portugal (12), United Kingdom (11), France (7)	2009-2025
6	<i>Cuadernos de Administración</i>	267	Colombia (167), Spain (72), Mexico (27), Chile (17), Peru (6)	2008-2024
7	<i>Brazilian Business Review</i>	235	Brazil (222), Portugal (8), India (5), Canada (4), Spain (3)	2017-2025
8	<i>Brazilian Journal of Operations and Production Management</i>	204	Brazil (143), Peru (5), Mexico (2), Spain (1), Chile (1)	2019-2025
9	<i>Revista Finanzas y Política Económica</i>	168	Colombia (62), Mexico (19), Chile (10), Costa Rica (6), Spain (6)	2015-2024
10	<i>AtoZ</i>	153	Brazil (140), Ecuador (4), Chile (3), Spain (3), Mexico (2)	2019-2024
11	<i>Retos (Ecuador)</i>	100	Spain (26), Ecuador (23), Mexico (17), Peru (16), Colombia (13)	2019-2024
12	<i>Tec Empresarial</i>	73	Spain (29), Costa Rica (20), Colombia (10), Mexico (10), Ecuador (5)	2019-2025
13	<i>Revista de Gestión Pública</i>	45	Mexico (14), Chile (13), Spain (8), Argentina (6), Colombia (4)	2019-2024

Table 3. Productivity by journal, main author countries, and coverage in Scopus.

The collaboration map encompassed 82 countries (Figure 1). The analysis reveals a structure that is significantly influenced by the regional

provenance of the journals, while concurrently exhibiting discernible patterns of transnational interaction (Table 4). At the core of the network

lies Brazil, a nation that boasts not only the highest volume of documents (1,887 articles) but also one of the nodes with the highest link strength (total link strength [TLS] = 305). This observation suggests that a significant portion of Brazil's academic output is developed in collaboration with institutions in other countries, particularly in Latin America and Ibero-America. However, Brazilian collaboration maintains a predominance of intraregional links, standing out for its relations with Colombia, Mexico, Chile, and Argentina. Colombia is the second most prolific country in this regard, with 823 documents to its credit, and it also stands out for its intense international cooperation (TLS = 289). Its position in the network is that of a coordinating node, functioning as a bridge between the Southern Cone, Central America, and Ibero-America. The distribution of Colombian collaboration is not concentrated in a small number of countries; rather, it is distributed evenly between Mexico, Chile, Spain, Ecuador, and Peru. The case of Spain is particularly noteworthy. Despite its exclusion from the Latin American region, it has a substantial volume of documents (660 articles) and exhibits the highest link strength in the entire network (TLS = 322), surpassing even Brazil and Colombia. Spain's role as the primary extra-regional partner in Latin American research on strategy and management is indicative of its significant contributions to the field. The predominant collaborative relationships with Colombia, Mexico, Chile, and Brazil underscore the existence of Ibero-American academic ecosystems that are sustained both by a shared language and converging lines of research.

Similarly, Mexico (306 documents, TLS = 108) and Chile (184 documents, TLS = 87) demonstrate broad collaboration profiles, albeit with distinct nuances. Mexico maintains active involvement in Latin American networks, while also cultivating connections with Spain and the United States, albeit to a lesser extent. Chile, in contrast, has particularly robust relations with Colombia, Spain, and Argentina. Among the Latin American countries that have demonstrated notable, albeit more targeted, engagement are Argentina (97 documents, TLS = 43), Peru (92 documents, TLS = 62), and Ecuador (70 documents, TLS = 30). These countries have been steadily contributing to regional output,

yet their role in the network is characterized by specific collaborations rather than broader alliances. Ecuador, for instance, has strong diplomatic relations with Chile, Peru, and Colombia, indicative of the presence of Andean research networks. With regard to non-Latin American countries, in addition to Spain, the United States (171 documents, TLS = 185), Portugal (167 documents, TLS = 82), the United Kingdom (77 documents, TLS = 91), and France (62 documents, TLS = 65) are particularly noteworthy. These do not constitute internal subnetworks; rather, they serve as points of collaboration. Their involvement does not modify the Latin American character of the network; however, it does substantiate that the region's journals function as platforms for international exchange.

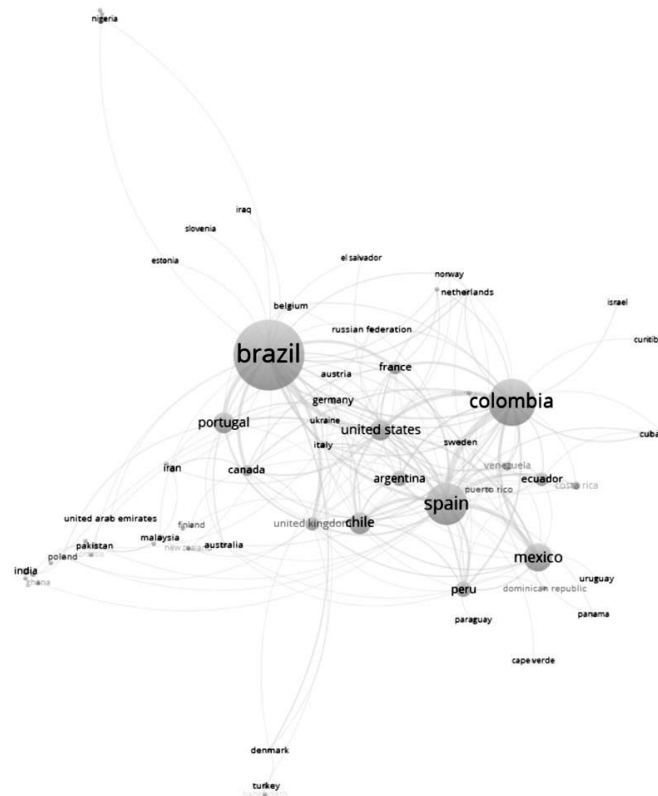
Country	Documents	TLS
Brazil	1887	305
Colombia	823	289
Spain	660	322
Mexico	306	108
Chile	184	87
United States	171	185
Portugal	167	82
Argentina	97	43
Peru	92	62
United Kingdom	77	91
Ecuador	70	30
France	62	65

**Table 4.** Main countries in the collaboration network.

### 3.3. Analysis of institutional collaboration

The institutional collaboration map reveals a clearly stratified structure in two main areas, visually separated in the network (Figure 2). The initial and most densely populated area corresponds to Brazilian institutions, which form a highly interconnected core. The second type is composed of Latin American institutions from other countries and extra-regional nodes, which gives it a more open structure, with more extensive and less concentrated links. This separation should not be interpreted as implying isolation; rather, it is better understood as reflecting distinct modes of scientific articulation. The *Universidade de São Paulo* (USP) serves as the





**Figure 1.** Map of the country collaboration network.

central institutional node of the network, with a collection of 315 documents and the highest TLS recorded (268) (Table 5). Surrounding this institution are several federal universities with a robust research presence, including the *Fundação Getúlio Vargas* (291; TLS = 214), *Universidade Federal de Santa Catarina* (122; TLS = 106), *Universidade Federal do Rio Grande do Sul* (119; TLS = 94), and *Universidade Federal de Minas Gerais* (95; TLS = 62). These institutions collaborate extensively with one another, thereby generating a predominantly intraregional and cohesive pattern of collaboration. This pattern is reinforced by a consolidated publishing tradition in Brazilian journals that are indexed in Scopus. This internal density subsequently gives rise to a highly self-sufficient collaborative network on the map.

Conversely, Colombian institutions represent a second notable hub, exhibiting a distinct pattern of collaboration. The *Universidad Nacional de Colombia* (153; TLS = 113), *Universidad del Valle* (102; TLS = 85), *Universidad ICESI* (89; TLS = 44), *Pontificia Universidad Javeriana* (82; TLS = 82), and *Universidad EAFIT*

(67; TLS = 40) are less concentrated among themselves, but have multiple bridges to Mexico, Chile, Ecuador, and Spain. While Brazilian institutions tend to reinforce domestic collaboration, the Colombian subsystem is characterized by a more marked international openness, which articulates networks that systematically connect Latin America with Spain. The Spanish node is also noteworthy, with the *Universitat de València* (97; TLS = 46) functioning as an extra-regional conduit. Its function is not that of an autonomous center, but rather that of an intermediary between Latin American institutions, particularly those in Colombia and Mexico. The notion of a closed European nucleus is not supported by the evidence; rather, the data demonstrate that Spanish collaboration flows into the region, thereby reinforcing the Ibero-American dimension of the field. Among Latin American countries outside of Brazil and Colombia, Mexican, Chilean, and Peruvian institutions occupy relevant positions, although less densely. The collaborative efforts of these entities manifest as interconnected links to Colombian and Spanish nodes, rather than as

integrated internal networks. The most salient feature of the map is the structural asymmetry between the two large areas. The Brazilian Bloc is distinguished by its high degree of internal collaboration and a compact network structure

that is resistant to fragmentation. Conversely, the Latin American and European Bloc is distinguished by its intricate network of connections among nations and institutions, operating on a more open and interconnected basis.

Nº	Institution	Country	Documents	TLS
1	Universidade de São Paulo	Brazil	315	268
2	Fundação Getulio Vargas	Brazil	291	214
3	Universidad Nacional de Colombia	Colombia	153	113
4	Universidade Federal de Santa Catarina	Brazil	122	106
5	Universidade Federal do Rio Grande do Sul	Brazil	119	94
6	Universidad del Valle	Colombia	102	85
7	Universitat de València	Spain	97	46
8	Universidade Federal de Minas Gerais	Brazil	95	62
9	Universidad ICESI	Colombia	89	44
10	Pontificia Universidad Javeriana	Colombia	82	82

Table 5. Main institutions in the collaboration network.

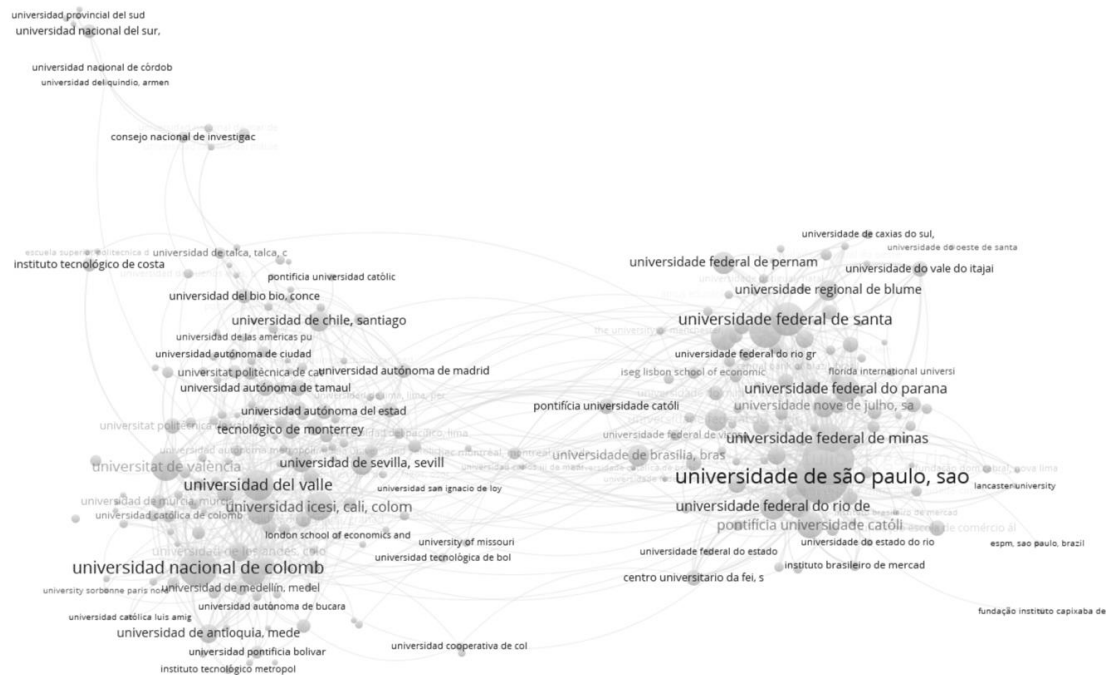


Figure 2. Map of the institution collaboration network.

3.4. Analysis of term co-occurrence

The co-occurrence map was generated based on a threshold of five co-occurrences. This process yielded a map comprising 446 terms, which were subsequently organized into 11 clusters (Figure 3). The central axis of the map, designated as “Innovation and organizational performance,” corresponds to Cluster 1. This

cluster serves as the primary focus of the thematic structure within the field. The term *innovation* is predominant, appearing 159 times in the text (TLS = 291), followed by *financial performance* (35), *cooperation* (22), *supply chain* (23), and *project management* (18). The text also includes terms such as *Industry 4.0* and *systematic literature review*, which are indicative of both technological updating

and conceptual consolidation. Cluster 2, entitled “Social responsibility, sustainability, and SMEs,” encompasses terms such as *corporate social responsibility* (83), *performance* (83), and *SMEs* (82). The concomitant consideration of *sustainable development* (25) and *competitive advantage* (21) indicates that a substantial proportion of the field conceptualizes strategy as an equilibrium between economic value and social legitimacy.

Cluster 3, entitled “Entrepreneurship and organizational studies,” encompasses a wide range of subjects, with a particular emphasis on *entrepreneurship* (93), *leadership* (35), *family business* (32), *gender* (42), and *Latin America* (49). This cluster not only describes organizational phenomena but also incorporates the region as an analytical category, reflecting the fact that entrepreneurship is studied in its socioeconomic contexts and not solely as a business function. It is evident that Cluster 4, entitled “Labor management and human resources,” has emerged as a salient subject in the context of the ongoing pandemic. This cluster encompasses a wide range of topics, including *job satisfaction* (26), *human resource management* (23), *motivation* (18), and *productivity* (19). This study observes how organizations have responded to a global emergency

by restructuring labor practices and redefining the balance between well-being and efficiency. Cluster 5, entitled “Corporate governance and decision-making,” is predominantly characterized by terms such as *corporate governance* (55) and *decision-making* (34), along with associated concepts including *capital structure* (27), *risk* (19), and *behavioral finance* (16). In contrast to the prevalence of social or institutional clusters, this setting is characterized by a normative perspective that prioritizes power and governance within organizational frameworks. Conversely, Cluster 6, entitled “Consumer behavior and relationship marketing,” encompasses terms such as *consumer behavior* (53), *trust* (47), *loyalty* (36), *satisfaction* (36), and *social networks* (33). This cluster of topics is indicative of the strategic management of relationships.

The remaining clusters, though less prominent on the map, are nonetheless integral to the thematic composition of the field. For instance, Cluster 7, entitled “Corporate sustainability and emerging markets,” is predominantly focused on *sustainability* (62), with associated terms including *emerging markets* (22), *transparency* (19), and *accountability* (14). This is a line in which strategy and management are approached from the principles of regulation,

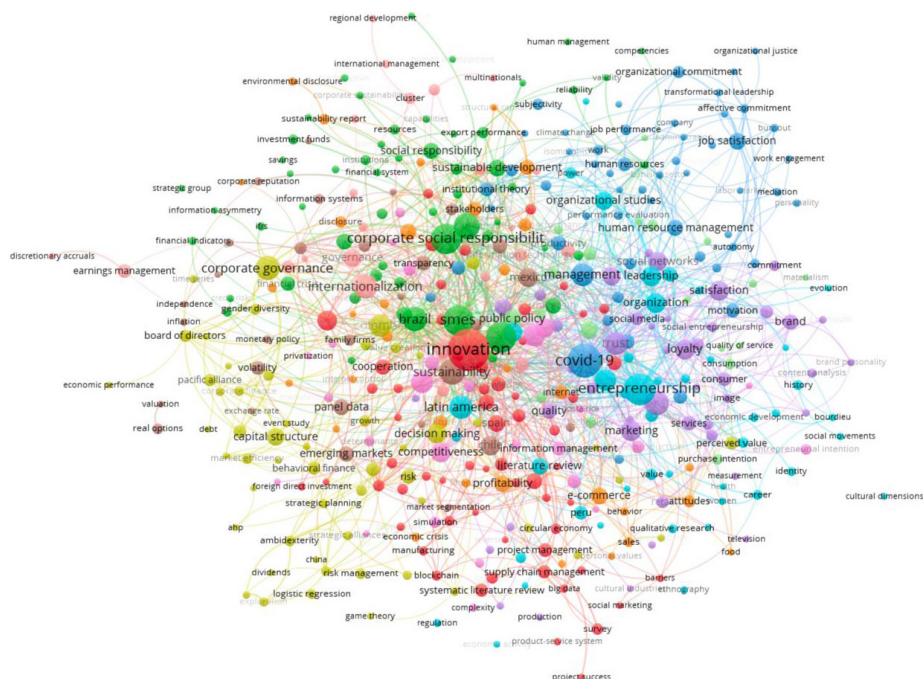


Figure 3. Map of term co-occurrence.

reputation, and traceability. Concurrently, Cluster 8, designated as “Intellectual capital and organizational capabilities,” is organized around the following domains: *intellectual capital* (23), *human capital* (21), *profitability* (26), and *e-commerce* (25). This group underscores the mounting significance of knowledge as a strategic asset in regional companies. Cluster 9, entitled “Knowledge management and scientific production,” encompasses a range of subjects including *knowledge management* (45), *bibliometric study* (43), *competitiveness* (37), and *organizational culture* (32). This particular cluster is characterized by the predominance of terms that reflect bibliometric research on subjects within the aforementioned field. The Cluster 10, entitled “Strategy and internationalization,” encompasses terms such as *internationalization* (54) and *dynamic*

*capabilities* (32). This cluster is associated with concepts including *business strategy* (10) and *agency theory* (14). Finally, Cluster 11, entitled “Public policy, market, and society,” is structured around *public policy* (31), *market orientation* (16), *business model* (10), and *resilience* (10). This cluster connects strategy and management with territorial and social governance.

As illustrated in Table 6, the column displaying the average year of publication demonstrates the temporal distribution of these clusters. The oldest thematic clusters are those of corporate governance and decision-making, strategy and internationalization, and intellectual capital, whose averages are between 2015 and 2016. This finding indicates that these lines represent stable and consolidated nuclei within the field. During the intermediate phase (2016-2018), there was an emergence of clusters pertaining

Cluster	Cluster name	Main term (occurrences)	Representative terms (occurrences)	Average year of publication*
1	Innovation and organizational performance	<i>innovation</i> (159)	<i>financial performance</i> (35), <i>cooperation</i> (22), <i>supply chain</i> (23), <i>project management</i> (18)	2017.1
2	Social responsibility, sustainability, and SMEs	<i>corporate social responsibility</i> (83)	<i>SMEs</i> (82), <i>performance</i> (83), <i>sustainable development</i> (25), <i>competitive advantage</i> (21)	2015.9
3	Entrepreneurship and organizational studies	<i>entrepreneurship</i> (93)	<i>leadership</i> (35), <i>family business</i> (32), <i>gender</i> (42), <i>Latin America</i> (49)	2016.6
4	Labor management and human resources	<i>covid-19</i> (107)	<i>job satisfaction</i> (26), <i>human resource management</i> (23), <i>motivation</i> (18), <i>productivity</i> (19)	2016.9
5	Corporate governance and decision-making	<i>corporate governance</i> (55)	<i>decision making</i> (34), <i>capital structure</i> (27), <i>risk</i> (19), <i>behavioral finance</i> (16)	2016.5
6	Consumer behavior and relationship marketing	<i>consumer behavior</i> (53)	<i>trust</i> (47), <i>loyalty</i> (36), <i>satisfaction</i> (36), <i>social networks</i> (33)	2015.3
7	Corporate sustainability and emerging markets	<i>sustainability</i> (62)	<i>emerging markets</i> (22), <i>transparency</i> (19), <i>accountability</i> (14)	2016.8
8	Intellectual capital and organizational capabilities	<i>intellectual capital</i> (23)	<i>human capital</i> (21), <i>profitability</i> (26), <i>e-commerce</i> (25)	2016.6
9	Knowledge management and scientific production	<i>knowledge management</i> (45)	<i>bibliometric study</i> (43), <i>competitiveness</i> (37), <i>organizational culture</i> (32)	2016.6
10	Strategy and internationalization	<i>internationalization</i> (54)	<i>dynamic capabilities</i> (32), <i>business strategy</i> (10), <i>agency theory</i> (14)	2015.1
11	Public policy, market, and society	<i>public policy</i> (31)	<i>market orientation</i> (16), <i>business model</i> (10), <i>resilience</i> (10), <i>consumption</i> (10)	2017.2

**Table 6.** Thematic clusters identified in the co-occurrence map (threshold  $\geq 5$  co-occurrences).

\* **Note:** The average year corresponds to the “Avg. pub. year” indicator on the co-occurrence map and reflects the period in which each cluster had the highest concentration of publications.



to relationship marketing, labor management, and entrepreneurship, indicative of a diversification of topics. The most recent clusters, with means in 2020-2022, correspond to innovation, crisis management (COVID-19), and sustainability. Collectively, these factors reveal the contemporary shift in the field toward adaptation, context, and resilience.

### 3.5. Journal co-citation analysis

The co-citation map of the journal was generated from journals with a minimum co-citation count of 5. The resultant map contained 290 journals, which were distributed across nine clusters (Figure 4 and Table 7). The largest cluster in terms of the number of sources is Cluster 1, entitled “Economics and finance” (48 journals). This cluster encompasses the seminal works that have established the foundation of the field: *Journal of Finance* (274 citations; TLS = 455), *Journal of Financial Economics* (138 citations; TLS = 289), *Quarterly Journal of Economics* (68 citations; TLS = 106), *Journal of Banking & Finance* (57 citations; TLS = 93), and *American Economic Review* (41 citations; TLS = 58). The most cited pair in the entire network is *Journal of Finance-Journal of Financial Economics* (weight = 121), and there are also other strong links, such as *Journal of Banking & Finance-Journal of Finance* (weight = 29).

Cluster 2, entitled “Operations and process management” (47 journals), encompasses publications dedicated to the fields of operations management, process improvement, and work organization. Examples include the following journals: *Organization Science* (57 citations; TLS = 105), *Harvard Business Review* (45 citations; TLS = 63), *Journal of Operations Management* (41 citations; TLS = 87), *RAE-Revista de Administração de Empresas* (32 citations; TLS = 24), and *Journal of Cleaner Production* (29 citations; TLS = 21). Cluster 3, entitled “International marketing and business” (44 journals), provides a comprehensive examination of the market dimension and its intersection with internationalization. Notable examples include *Journal of the Academy of Marketing Science* (145 citations; TLS = 290), *Psychological Bulletin* (128 citations; TLS = 279), *Journal of International Business Studies* (110 citations; TLS = 180), *Journal of*

*Business Research* (88 citations; TLS = 168), *Journal of Marketing* (70 citations; TLS=167), and *Journal of Consumer Research* (57 citations; TLS = 62). The *Journal of the Academy of Marketing Science-Psychological Bulletin* (weight = 58) is among the most frequently cited pairs, reflecting the psychosocial basis of much of strategic marketing. The *Journal of International Business Studies-Strategic Management Journal* (weight = 29) is another frequently cited pair, as it bridges internationalization and corporate strategy.

Cluster 4, entitled “Accounting, governance, and ethics” (35 journals), offers an examination of corporate governance and corporate responsibility from an accounting and regulatory perspective. The core journals are as follows: *Journal of Accounting and Economics* (69 citations; TLS = 138), *Journal of Business Ethics* (66 citations; TLS = 123), *Accounting, Organizations and Society* (63 citations; TLS = 102), *Accounting Review* (59 citations; TLS = 145), and *Journal of Accounting Research* (36 citations; TLS = 91). Among the peers, *Accounting Review-Journal of Accounting and Economics* (weight = 28) and *Accounting Review-Journal of Accounting Research* (weight = 19) are particularly noteworthy. This community functions as the natural interface with governance and compliance, facilitating dialogues with strategy when the advantage is defined in terms of transparency, incentives, and control criteria. Cluster 5 comprises journals on “Management and organizational behavior” (34 journals) that are considered to be foundational texts in the fields of management and organizational psychology. The following journals were reviewed: *Academy of Management Review* (105 citations; TLS = 192), *Academy of Management Journal* (103 citations; TLS = 207), *Journal of Management* (98 citations; TLS = 174), *Journal of Personality and Social Psychology* (78 citations; TLS = 145), and *Journal of Applied Psychology* (68 citations; TLS = 129). Co-citations of *Academy of Management Journal-Strategic Management Journal* (weight = 22) and *Academy of Management Journal-Academy of Management Review* (weight = 16) are frequent among peers, thus establishing the classic triangle between theory, empirical evidence, and strategic approach.



Cluster	Cluster name	Core journal (citations; TLS)	Other representative journals	Cluster size*
1	Economics and finance	<i>Journal of Finance</i> (274; 455)	<i>Journal of Financial Economics</i> , <i>Quarterly Journal of Economics</i> , <i>Journal of Banking and Finance</i> , <i>American Economic Review</i> , <i>Journal of Corporate Finance</i>	48
2	Operations and process management	<i>Organization Science</i> (57; 105)	<i>Organization Science</i> , <i>Harvard Business Review</i> , <i>Journal of Operations Management</i> , <i>RAE-Revista de Administracao de Empresas</i> , <i>Journal of Cleaner Production</i>	47
3	International marketing and business	<i>Journal of the Academy of Marketing Science</i> (145; 290)	<i>Journal of the Academy of Marketing Science</i> , <i>Psychological Bulletin</i> , <i>Journal of International Business Studies</i> , <i>Journal of Business Research</i> , <i>Journal of Marketing</i>	44
4	Accounting, governance, and ethics	<i>Accounting Review</i> (59; 145)	<i>Journal of Accounting and Economics</i> , <i>Journal of Business Ethics</i> , <i>Accounting, Organizations and Society</i> , <i>Accounting Review</i> , <i>Journal of Accounting Research</i>	35
5	Management and organizational behavior	<i>Academy of Management Journal</i> (103; 207)	<i>Academy of Management Review</i> , <i>Academy of Management Journal</i> , <i>Journal of Management</i> , <i>Journal of Personality and Social Psychology</i> , <i>Journal of Applied Psychology</i>	34
6	Decision sciences and information systems	<i>Management Science</i> (58; 82)	<i>Management Science</i> , <i>MIS Quarterly</i> , <i>European Journal of Operational Research</i> , <i>Industrial Marketing Management</i> , <i>Review of Financial Studies</i>	33
7	Strategy and entrepreneurship	<i>Strategic Management Journal</i> (204; 351)	<i>Strategic Management Journal</i> , <i>Small Business Economics</i> , <i>Journal of Business Venturing</i> , <i>Research Policy</i> , <i>Family Business Review</i>	24
8	Organizational theory and critical management studies	<i>Journal of Management Studies</i> (55; 107)	<i>Journal of Management Studies</i> , <i>International Journal of Information Management</i> , <i>Journal of Management Inquiry</i> , <i>Management Learning</i> , <i>American Journal of Sociology</i>	13
9	Management and society/public policy	<i>California Management Review</i> (53; 94)	<i>California Management Review</i> , <i>Business Horizons</i> , <i>Business and Society</i> , <i>European Management Journal</i> , <i>Journal of Economics and Management Strategy</i>	10

**Table 7.** Journal co-citation clusters. **Note:** Two journals were not clustered (*Financial Analysts Journal* and *Journal of Law and Economics*).

In Cluster 6, which is dedicated to “Decision sciences and information systems” (33 journals), the leading publications are *Management Science* (58 citations; TLS = 82), *MIS Quarterly* (36 citations; TLS = 35), and *European Journal of Operational Research* (35 citations; TLS = 46). This cluster also includes several quantitative and financial journals, such as *Journal of Financial and Quantitative Analysis* (18 citations; TLS = 42) and *Review of Financial Studies* (27 citations; TLS = 53). The concomitant presence of information, quantitative methods, and finance journals confirms that a significant portion of the strategy is predicated on analytics and decision systems, thereby elucidating the rationale behind the persistent interconnection between this

cluster and both operations and finance. Cluster 7, entitled “Strategy and entrepreneurship” (24 journals), represents the disciplinary core of strategy, as understood in its strictest sense. *Strategic Management Journal* (204 citations; TLS = 351) exhibits a clear dominance, accompanied by *Small Business Economics* (61 citations; TLS = 91), *Journal of Business Venturing* (59 citations; TLS = 79), *Research Policy* (49 citations; TLS = 60), and *Family Business Review* (48 citations; TLS = 51). The pairs *Journal of International Business Studies*-*Strategic Management Journal* (weight = 29) and *Academy of Management Journal*-*Strategic Management Journal* (weight = 22) present two disciplinary gateways: research on internationalization and management.

Cluster 8, entitled “Organizational theory and critical management studies” (13 journals), is characterized by a conceptual and sociological focus on management. These include the *Journal of Management Studies* (55 citations; TLS = 107), *International Journal of Information Management* (12 citations; TLS = 9), *Journal of Management Inquiry* (9 citations; TLS = 14), *Management Learning* (9 citations; TLS = 10), and *American Journal of Sociology*

(8 citations; TLS = 15). Cluster 9, entitled “Management and society/public policy” (10 journals), covers public policy and management practice and is led by *California Management Review* (53 citations; TLS = 94), *Business Horizons* (25 citations; TLS = 45), *Business & Society* (19 citations; TLS = 33), *European Management Journal* (11 citations; TLS = 24), and *Journal of Economics and Management Strategy* (11 citations; TLS = 30).

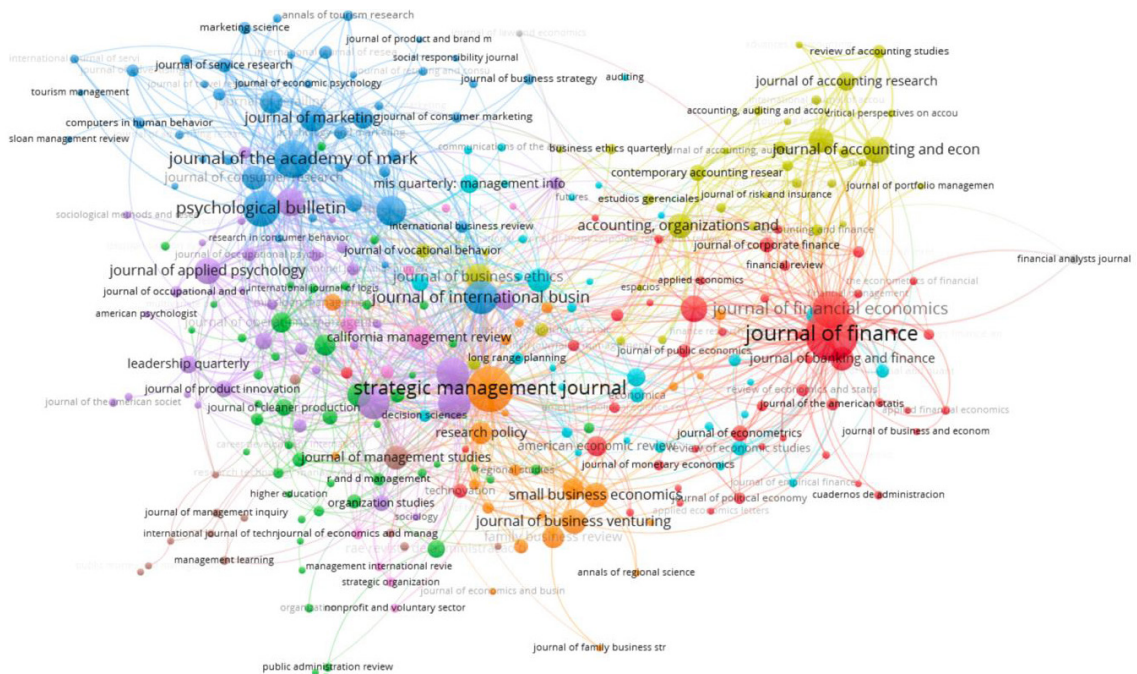


Figure 4. Map of the journal co-citation network.

## 4. DISCUSSION

The findings of this study indicate substantial alterations in comparison with preceding research, particularly with regard to thematic diversification, editorial consolidation, and the internationalization of the field. For instance, the productivity analysis indicates that a substantial proportion of regional production remains predominantly concentrated in Brazil and Colombia, a pattern that aligns with the findings reported by Coronado *et al.* (2020). Concurrently, the elevated productivity documented in prominent journals such as *Innovar*, *RAE-Revista de Administração de Empresas*, and *Estudios Gerenciales* aligns with the findings of Ruiz-Torres *et al.* (2018), who underscored the pivotal role of these journals

in fostering discourse on administrative matters in both Spanish and Portuguese. The predominance of these publications is indicative of the editorial consolidation of publications with long histories, which in turn influences their ability to attract numerous contributions. The network of collaboration by country reveals a structure in which Brazil constitutes a highly cohesive and predominantly intraregional core. This phenomenon aligns with the observations reported by Gonzalez-Brambila *et al.* (2016), who noted that, in multiple Latin American nations, the prevailing dynamics tend to fortify national circuits of academic production. Conversely, the collaborative efforts between Colombia and Chile are distinguished by a heightened degree of transnational openness, particularly with Spain and Mexico. Spain, as

indicated by the findings of this study, emerges as the primary extra-regional partner in this field, a finding that is consistent with recent studies on Ibero-American research networks (Cortés-Sánchez *et al.*, 2020). The robust Spanish presence in this field is further evidenced by the notable participation of Iberian authors in journals such as *Innovar* and *Cuadernos de Administración*. This observation suggests that Colombian journals function as publishing platforms between Latin America and Europe.

With regard to the co-occurrence of terms, the map demonstrates a thematically diverse field, where established areas such as sustainability, strategy, and internationalization, relationship marketing, and corporate governance coexist alongside emerging trends that reflect recent transformations in the organizational environment. The preponderance of the “Innovation and organizational performance” cluster serves to substantiate the assertion that *innovation* has evolved into the predominant catalyst within the field in the region. This observation is in alignment with the findings documented by Cortés (2022b), who has thoroughly recorded a persistent escalation in the number of subjects concerning innovation and entrepreneurship in Latin American production. The prominence of sustainability, social responsibility, and SME topics is consistent with the findings of previous studies. Ruiz-Torres *et al.* (2015) identified quality management and social responsibility as emerging areas in Ibero-American journals a decade ago. In the contemporary context, these subjects have not only become firmly established but have also assumed a position of paramount importance. Concurrently, the cluster of “Labor management and human resources,” predominantly influenced by terms associated with *COVID-19*, exemplifies the expeditious capacity of regional journals to disseminate information on contemporary subjects. This thematic shift corresponds with the field’s increased research priority on issues such as health crises, digitization, and the re-configuration of work during the last decade. This development signifies a shift from conventional models toward more contextual and situated approaches, aligning with the insights provided by Ballina Ríos (2021) and Ocampo-Salazar *et al.* (2016).

The co-citation analysis reveals that Latin American research in strategy and management is based on a global intellectual foundation. Journals such as *Strategic Management Journal*, *Academy of Management Journal*, *Journal of Finance*, and *Journal of Business Research* occupy central positions in the network, indicating that Latin American journals do not develop isolated theoretical frameworks but engage directly with international debates. This phenomenon aligns with the observations reported by Cortés-Sánchez (2020), who emphasizes that the predominant Ibero-American production is interconnected with global trends and demonstrates a substantial reliance on references from the Anglo-Saxon tradition. The findings indicate that the field of strategy and management in Latin America has shown significant progress in comparison to what has been documented in previous studies. Contrary to the scenario observed a decade prior, when Geldres-Weiss *et al.* (2016) noted a minimal presence of Latin American journals in prominent databases, the contemporary growth in publishing volume and thematic breadth indicates a gradual process of consolidation, particularly evident in Colombia and Brazil. However, the field remains structurally fragmented, as Cortés (2022a) had already noted, describing regional production as a dispersed network without stable thematic cores. This study’s findings corroborate this observation.

## 5. CONCLUSIONS

The findings of this study demonstrate that research on strategy and management published in Latin American journals indexed in Scopus constitutes an academic space in the process of consolidation. The journals under scrutiny function as platforms that address international issues in contexts specific to the region. However, the field continues to exhibit signs of conceptual fragmentation and collaborative differences between countries. This combination of thematic openness, dependence on international references, and institutional diversity confirms that disciplinary consolidation in Latin America is advancing, but it is doing so unevenly and with features that depend largely on the editorial capacity and scientific

collaboration of certain countries. In light of these concerns, a number of potential courses of action emerge as potential solutions to fortify the field. On the one hand, it is imperative to promote research that examines thematic evolution and collaboration networks over longer and more homogeneous periods. Similarly, studies that incorporate other units of analysis would facilitate a more comprehensive understanding of the structure of scientific productivity in the region. Finally, drawing parallels with other regions can facilitate the identification of strengths, gaps, and opportunities for more balanced development of research on strategy and management in Latin America.

### Conflict of interest

The authors declare that there is no conflict of interest.

### Contribution statement


Conceptualization, methodology: José Luis Ausejo-Sánchez, Damaris Faviola Medina-Palma.

Formal analysis, software, visualization: José Luis Ausejo-Sánchez, Fiorella Victoria Luperdi-Rios.

Data curation, research: Fiorella Victoria Luperdi-Rios, Gleny Amelia Ching-Campos, Sixto Samanamud-Malca.

Original draft, revision, and editing: José Luis Ausejo-Sánchez, Sixto Samanamud-Malca.

### Statement of data consent

The data generated during this research have been included in the manuscript. 

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