# Article information:

Sci-Hub | Organizational Resilience: A Valuable Construct for Management Research? International Journal of Management Reviews, 23(1), 7–44 | 10.1111/ijmr.12239
<https://sci-hub.se/10.1111/ijmr.12239>

# Article summary:

1. The article explores the concept of organizational resilience and its significance in management research.

2. It discusses the various dimensions and components of organizational resilience, including adaptability, robustness, and agility.

3. The article highlights the importance of studying organizational resilience for understanding how organizations can effectively respond to and recover from disruptions and challenges.

# Article rating:

Appears moderately imbalanced: The article provides some useful information, but is missing several important points or pieces of evidence that would be required to present the discussed topics in a balanced and reliable way. You are encouraged to seek a more balanced perspective on the presented issues by exploring the provided research topics and looking at different information sources.

# Article analysis:

Title: Critical Analysis of "Organizational Resilience: A Valuable Construct for Management Research?"

Introduction:

The article titled "Organizational Resilience: A Valuable Construct for Management Research?" by Hillmann and Guenther (2020) aims to explore the concept of organizational resilience and its significance in management research. This critical analysis will evaluate the content of the article, identify potential biases, assess one-sided reporting, unsupported claims, missing points of consideration, missing evidence, unexplored counterarguments, promotional content, partiality, and whether possible risks are noted.

Content Analysis:

1. Potential Biases:

The article does not explicitly state any biases; however, it is important to note that the authors may have a bias towards promoting the concept of organizational resilience as a valuable construct. This bias could stem from their professional backgrounds or personal beliefs.

2. One-Sided Reporting:

The article primarily focuses on highlighting the benefits and importance of organizational resilience in management research. While it briefly mentions some challenges and criticisms associated with the concept, it fails to provide a balanced view by exploring potential drawbacks or limitations.

3. Unsupported Claims:

Throughout the article, several claims are made regarding the value and relevance of organizational resilience in management research. However, these claims lack sufficient empirical evidence or references to support them. The authors should have provided more concrete examples or studies to back up their assertions.

4. Missing Points of Consideration:

The article overlooks certain important considerations related to organizational resilience. For instance, it does not discuss potential cultural or contextual differences that may influence the applicability and effectiveness of this construct across different organizations or industries.

5. Missing Evidence for Claims Made:

While the authors argue that organizational resilience can lead to improved performance and competitive advantage, they fail to present empirical evidence or case studies demonstrating this relationship. Without such evidence, their claims remain speculative rather than substantiated.

6. Unexplored Counterarguments:

The article does not adequately address potential counterarguments or criticisms of the concept of organizational resilience. It would have been valuable to include a discussion on alternative perspectives or conflicting research findings to provide a more comprehensive analysis.

7. Promotional Content:

The article exhibits some promotional content by emphasizing the importance of organizational resilience without critically examining its limitations or potential risks. This lack of balanced reporting raises concerns about the objectivity and credibility of the authors' arguments.

8. Partiality:

The article appears to be partial towards supporting the adoption and implementation of organizational resilience in management research. This bias is evident in the selective presentation of evidence and limited consideration given to alternative viewpoints.

Conclusion:

In conclusion, while "Organizational Resilience: A Valuable Construct for Management Research?" provides an overview of the concept, it falls short in several aspects. The article lacks balanced reporting, fails to provide sufficient evidence for its claims, overlooks important considerations, and does not explore counterarguments adequately. Additionally, there are indications of potential biases and promotional content that undermine the objectivity of the authors' arguments. Further research and critical analysis are necessary to fully evaluate the value and applicability of organizational resilience as a construct in management research.

# Topics for further research:

* Critiques of organizational resilience in management research
* Cultural and contextual factors influencing organizational resilience
* Empirical evidence on the relationship between organizational resilience and performance
* Limitations of organizational resilience as a construct
* Alternative perspectives on organizational resilience
* Risks and challenges associated with implementing organizational resilience

# Report location:

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