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Research Article

Mapping Influence: A Bibliometric Analysis of Vikalpa (1996-2024) in Management Research

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ABSTRACT

This bibliometric analysis examines 918 publications from Vikalpa: The Journal for Decision Makers (1996-2024), utilizing Scopus data and the bibliometrix tools to assess trends, impacts, and collaborations. Findings reveal fluctuating outputs with a 0.644% average growth rate, 7,052 total citations (7.68 CPP), and India-dominant contributions (79.85%). Authorship shifts toward multi-author papers, with strong institutional networks centred on the Indian Institute of Management, Ahmedabad. Key themes include innovation, entrepreneurship, and marketing. The journal's modest global metrics (CiteScore 2.2, Impact Factor 0.857) highlight opportunities for enhanced international visibility and funded research to amplify influence in emerging management discourses.

Keywords Bibliometric Analysis, Collaboration Networks, Innovation and Entrepreneurship, Management Research, Publication Trends.

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INTRODUCTION

Scientific journals serve as vital platforms and conduits for scholars to disseminate cutting-edge research, groundbreaking discoveries, and advancements within the broader scientific community (Joseph, 2024). These publications are essential for facilitating dialogue, collaboration, and the exchange of ideas, while providing a historical record of knowledge and driving innovation across various fields. Moreover, they act as repositories of knowledge, archiving valuable insights for future reference and replication, and serve societal interests by disseminating information relevant to policymakers, industry professionals, and the public. By publishing in reputable journals, researchers gain credibility, enhance visibility, and improve career prospects (Journal, 2023). Evaluating journals is crucial for assessing their reliability, influence, and role in the research landscape, enabling benchmarking against peers, informed publication decisions, library collections, and quality assessments (Mingers and Yang, 2017; Suiter and Sarli, 2019). Various metrics, based on publication productivity and citations, evaluate journals but not individual author impacts; selective indices incorporate rigorous screening, including citation potential, ethics, and peer review (John Wiley and Sons, 2025). Traditional metrics include Journal Impact Factor (JIF) and Cite Score, alongside usage metrics (downloads), altmetrics (social media attention), and database-specific ones like SCImago Journal Rank (SJR) and Source Normalized Impact per Paper (SNIP) (Kavic and Satava, 2021; Jenkins, 2024).

Bibliometric analysis, which employs quantitative methods to examine publication and citation data, reveals trends, key scholars, and research impacts, thereby guiding researchers, policymakers, and founders in identifying strengths, weaknesses, and future directions (Ellegaard and Wallin, 2015; Zupic and Čater, 2015; Donthu *et al.*, 2021). In management, journals disseminate new knowledge, discoveries, and best practices, enabling scholars and professionals to stay current, adopt evidence-based decisions, and achieve better outcomes (Madden *et al.*, 2024). Indian management journals, which focus on finance, marketing, human resources, and business administration, vary in their models (institutional vs. private, subscription vs. open access) and exhibit diversity in scope and peer review (Venkata and Satish, 2021). However, few are indexed internationally in Scopus or Web of Science, including Vikalpa, SCMS Journal of Indian Management, Business Perspectives and Research, and Global Business Review.

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This study conducts a bibliometric review of Vikalpa: The Journal for Decision Makers, a quarterly, peer-reviewed, open-access journal published by SAGE on behalf of the Indian Institute of Management Ahmedabad (IIMA) since 1976 (Sage, 2025b). It aims to disseminate professional management concepts, emphasis applied research, and foster engagement among academia, practitioners, policymakers, and society, particularly in emerging economies, covering disciplines like strategy, marketing, and finance with formats like empirical articles, cases, colloquia, perspectives, and reviews (Sage, 2025a). Metrics include a Google h5-index of 16 and h5-median of 25; Scopus CiteScore of 2.2 (2024), ranking 131/225 in General Business, Management and Accounting and 31/42 in General Decision Sciences; SJR of 0.212, ranking 306/411 in Business, Management and Accounting (miscellaneous) and 55/71 in Decision Sciences (miscellaneous); SNIP of 0.664; and Clarivate Impact Factor of 0.857 (2024) (Sage, 2025a). Understanding Vikalpa's landscape assesses its global contributions and regional priorities. Existing bibliometric studies on Vikalpa (1976-2013, 2003-2012, 2008-2017) reveal growth, authorship, and impacts but are limited in scope and period (Krishnaswamy and Lidwin Jesintha, 2014; Anandhalli and Pattar, 2015; Suresh and Ramesh, 2019). Little is known about Indian/global coverage and characteristics, prompting this analysis of 1996-2024 publications to provide an overview of trends and growth, identify authorship, collaboration, and funding, map subjects and clusters, profile prolific entities by contribution and impact, analyze networks, and identify high-cited papers.

Data from Scopus (retrieved July 15, 2025) were analyzed using Bibliometrix in R Studio and Excel (Aria and Cuccurullo, 2017). Similar studies highlight skewed distributions and institutional dominance (Alfawareh *et al.*, 2021; Kumar *et al.*, 2023). Findings reveal fluctuations, India-centrism, and themes such as innovation, contextualized within global disruptions (Hashemi *et al.*, 2022).

METHODOLOGY

This study employed a bibliometric analysis utilizing the Scopus database, with data retrieval occurring on July 15, 2025. The analysis aimed to encompass all articles published in the Vikalpa from 1996 to 2024, resulting in the identification of 918 documents. A search strategy was formulated that incorporated the phrase "Vikalpa" within the source title tag, while restricting the search to the specified timeframe. This search retrieved 918 documents, from which bibliographic data were extracted and analyzed to align with the study's objectives.

The search strategy used was: SRCTITLE (Vikalpa) AND PUBYEAR > 1995 AND PUBYEAR < 2025

All the required information such as authors, country, document type, authors' keywords, citations and other parameters were extracted for 918 selected documents was recorded, downloaded and imported as CSV files into R Studio 2021 for Windows with the bibliometrix package installed in R, and Microsoft Excel 2019 for further statistical Information such as authors, country, document type, authors' keywords, citations and other parameters were extracted using the bibliometrix package in the R Studio software. Various bibliometric indicators, based on publications, citations, and collaborations, were employed to evaluate the research contributions and performance of the publications in the Vikalpa journal.

RESULTS

Overall publications

The annual scientific publications (Table 1 and Figure 1) illustrate the trends in publication over time, highlighting key shifts in annual and cumulative research outputs. The annual analysis of 918 Scopus-indexed publications covered by Vikalpa from 1996 to 2024 revealed fluctuations with growth or decline throughout the entire period, indicating an annual average growth rate of 0.644%. For convenience, we divided the 1996-2024 publication period into three broad periods: 1996-2006, 2006-2015, and 2016-2024.

During the three period blocks, there were some unique differences in publications output, annual growth rate and average publications per year: (i) During 1996-06, 6.28% annual average growth rate was registered and the publications output ranged from 29 to 44 (with maximum (44 and 41) reported during 2000 and 2005) and average number of publications per year was 36.8, the highest; (ii) During 2006-2015, Negative annual average growth rate of -1.91% was reported and annual publications ranged from 20 to 25 (with maximum 25 reported in 2024) and average number of publications per year was 35.9, close to first period block; and (iii) During 2016-2024, 1.42% annual average growth rate was reported, and annual publications ranged from 19 to 23 (with 44 and 42 maximum reported in 2000 and 2005) and the average number of publications per year was only 21.22, the least under all period blocks.

The 918 publications covered by Vikalpa during 1996 to 2024 have collectively received a total of 7,052 citations, averaging 7.68 CPP. The citation impact for the 9-10 years cumulative publications first increased from 6.10 CPP (during 1996-05) to 9.14 CPP (during 2006-2015) and then marginally declined to 8,01 (during 2016-2024), mainly because the last period block publications did not get enough time to gain citations compared to previous time period blocks.

Of the 918 publications, 733 were from India, and they together received 6417 citations, averaging 8.75 citations per paper. Compared to this, foreign contributions consist of 166 publications, which have received 1,072 citations, averaging 6.46 citations per paper.

In terms of publication types, 918 total publications in Vikalpa comprise 702 original articles (76.472%), 170 notes (18.52%), 30 editorials (3.27%), 13 reviews (10.0%), two conference papers (0.22%) and one erratum (0.11%), making up most of his total publications. Unusually, the two conference papers have the highest citation impact, with 26.0 CPP, followed by 13 reviews at 10.0 CPP, 702 articles at 9.38 CPP, 170 notes at 1.61 CPP, and one erratum at 0.0 CPP.

Funded Research

In total, 17 (1.85%) papers out of 918 received external or extramural funding from 18 national and international research agencies. These 17 funded papers together received 304 citations, averaging 17.88 citations per paper. The leading funding agencies supporting funded research were: the Indian Institute of Management Ahmedabad (5 papers), the All-India Council of Technical Education (3 papers), the Institute of Intelligent Machines, Chinese Academy of Sciences (2 papers), and all other organisations, each with one paper.

Citation distribution pattern

Citation rates shed light on the impact of published work within the scientific community. Vikalpa's 918 publications garnered a total of 6,417 citations, yielding an average citation rate of 8.75 CPP. An analysis of the citation distribution revealed the following: (i) 36.38% (334 papers) of the total publications received no citations. (ii) Conversely, 63.622% (584 papers) of the remaining papers were cited at least once.

Among 584 cited papers, 309 (52.91%) and 190 (32.53%) received citations in the range from 1-5 and 6-10 citations, respectively. Additionally, 162 (27.74%) papers and 20 (3.42%) papers received citations in the range from 11-50 and 51-100 citations. In contrast, only 2 (0.34%) papers and 1 (0.17%) paper received citations in the 103-176 range and 300-300 citations. From the above, citations to papers are unevenly distributed.

Authorship Pattern

Between 1996 and 2024, among the 918 papers published in Vikalapa, 477 are single- or zero-authored papers (51.96%), with the remaining 441 papers (48.04%) being multi-authored. Among multi-authored papers, 279 (30.39%) involved two authors, 115 (12.53%) involved 3-5 authors, 29 (3.16%) involved 6-9 authors and 18 (1.96%) involved 10 or more authors. Over time, multi-authorship increased from 1996-20055 to 2016-2024: 2-authored papers increased from 18.75% to 37.70%; 3-5 author papers increased from 4.89% to 23.56%, 6-9 author papers decreased from 2.99% to 2.62%, and 10 or more author papers increased from 0.27% to 1.05%.

National and International Collaboration

Of the 918 total publications reported in Vikalpa, 446 (48.58%) involve zero authors or one author in authorship and can therefore be classified as zero-collaborative. In contrast, 472 (51.42%) publications in Vikalpa involved institutional collaboration. Of the 472 institutional collaborative publications, 84 (17.80%) papers involved intra-departmental collaboration (within the organisation), 303 (64.19%) involved inter-institutional collaboration (among organisations within the country) and only a small number, 85 (18.0%) involved inter-institutional collaboration (among organisations across various countries). It may be referred to as international collaborative. Over time, the 84 intra-departmental publications showed a decreasing trend: decreasing from 34 (during 1996-2005) to 30 (during 2006-2015) to 20 during 2016-2024. However, the number of inter-institutional collaborative publications increased and decreased over time: from 74 and 20 (1996-2005) to 143 and 43 (2006-2015), and then to 86 and 22 (2016-2024). It is also observed that the 85 (9.26%) international collaborative publications collected received 558 citations, averaging 6.56 CPP, less than the overall CPP (7.68) of all publications.

Geographical distribution

Authors from 36 countries contributed to the Vikalpa Journal, of which 18 Asian countries contributed maximally with 746 papers, 2 North American countries (103 papers), 8 European countries (34 papers), 3 Oceania and 4 African countries (7 papers each), and 1 Latin American country (1 paper).

The 18 Asian countries together contributed 746 papers (81.26%) and received 6528 citations, with an average of 8.75 CPP. Of these, 18 countries contributed maximally (1 to 733 publications). The top contributing countries were India (733 papers), followed by the United Arab Emirates (UAE) (5 papers), Thailand, Singapore, and China (each with three papers), and Vietnam, Oman, Malaysia, Israel, and Iran (each with two papers).

Two North American countries contributed 103 papers (11.22%) and received 596 citations, averaging 5.79 CPP. Of these, the two countries contributed 12-91 papers, and these were the United States of America (USA) (91 papers) and Canada (12 papers).

Eight European countries contributed 34 papers (3.70%) and 282 citations, averaging 8.29 CPP. Of these 8 European countries, which contributed 1-20 papers, the top contributing countries were the United Kingdom (UK) (20 papers), the Netherlands, Germany, and France (4 papers each), and Finland (2 papers).

Three Ocean countries contributed seven papers (0.76%) and received 62 citations, averaging 8.86 CPP. Of these, the three countries contributed 1-7 papers, and these were Australia (7 papers), New Zealand and Trinidad and Tobago (2 papers each).

Four African countries contributed seven papers (0.76%) and received 23 citations, averaging 3.28 citations per paper. Of these, four countries contributed 1 to 4 papers, with Nigeria (4 papers), South Africa, Morocco, and Ethiopia (1 paper each). One Latin American country contributed one paper (0.11%) and received zero citations.

Top Countries

In total, 39 countries participated in the research covered in Vikalpa, with 34 countries contributing 1-5 papers, three countries contributing 7-20 papers, and two countries contributing 91-733 papers. The 36 countries contributed four or more papers (range: 4 to 733), published 884 papers, and received 7,052 citations, constituting 96.30% and more than 100.0% of the global papers and citations covered in the Vikalpa journal.

The publication data reveal a highly skewed distribution, dominated overwhelmingly by India, which accounts for 733 papers (79.85% of the total), underscoring its role as the journal's primary contributor and home base. It has also registered more than the average productivity (88.4). The USA follows as the second-largest contributor with 91 papers (9.91%). The UK (20 papers, 2.18%), Canada (12 papers, 1.31%) and Australia (7 papers, 0.76%) represent other significant but much smaller contributors (Table 2). If we examine the publication rankings of top countries during the three periods (1996-2005, 2006-2015, and 2016-2024). There was no difference, and the ranking of various top countries remained the same as in the overall output (Table 2).

In terms of citation impact, some smaller contributors show disproportionately high influence: Germany (4 papers; CPP=27.5, TLS=8), UAE (5 papers; CPP=16), and the Netherlands (4 papers; CPP=13.75) demonstrate high-quality scholarship despite modest output. Similarly, France (5 papers; 9.5 CPP), India (733 papers; 8.72 CP Germany (27.5 and 3.58), UAE (16.0 and 2.08), Netherlands (13.75 and 1.79), France (9.5 and 1.24), India (8.72 and 1.13) and Australia (7 papers; 8.71 CPP) and Singapore (3 papers; 14.0 CPP) maintain medium citation impact. It is observed that Germany, UAE, Netherlands, France, India and Australia registered citation impact more than their average (8.36 and 1.09) (Table 2).

The top 10 top countries in terms of Total collaborative Link Strength (TLS) were the India (96 linkages), followed by USA (61 linkages), UK (27 linkages), Germany (7 linkages), UAE (6 linkages), France (5 linkages), Canada and Netherlands (4 linkages each), Australia (1 linkage) and Nigeria (0 linkage).

The bilateral collaborative linkages between the top 10 countries varied from 1 to 45. India-USA registered the most collaborative linkages (45), followed by India-UK (13), India-Germany, India-Canada, and India-UAE (each with four links), India-France (3), and India-Netherlands (2).

The network collaboration map among the top participating countries, prepared by using VOSviewer software, is presented in Figure 2. The collaboration map confirms that Vikalpa remains primarily India-centric, with limited but growing international participation. A handful of Western countries (the USA, UK, Germany, Netherlands, and Australia) and select Asian nations (China, Singapore, and the UAE) provide collaborative and citation-rich linkages. This distribution reveals that, while the journal's academic footprint is predominantly national (India-driven), its international collaborations and citations,

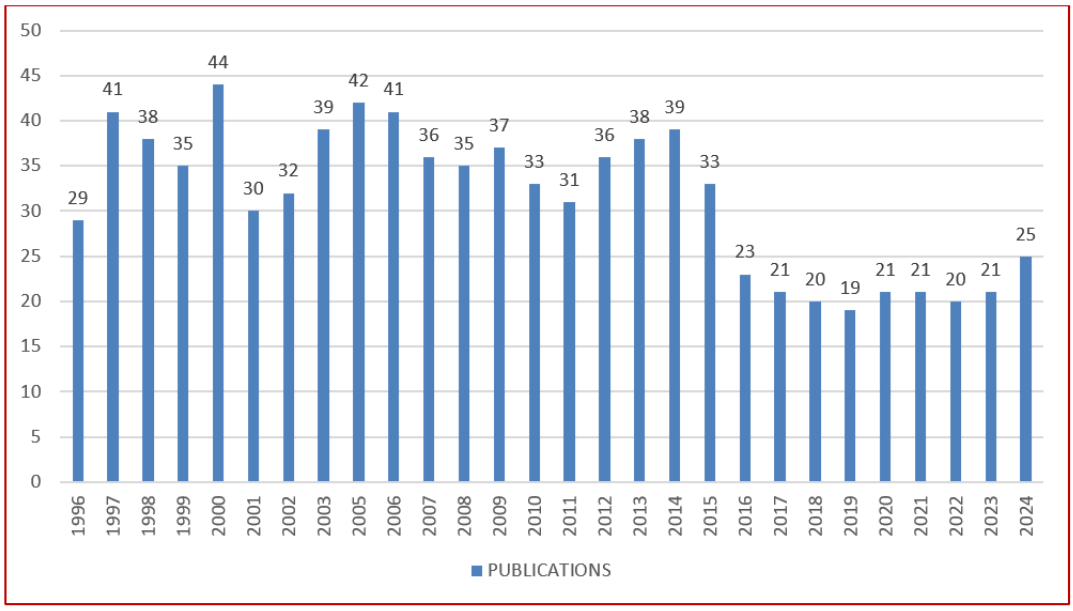

Figure 1: Trend of Publications in Vikalpa (1996-2024).

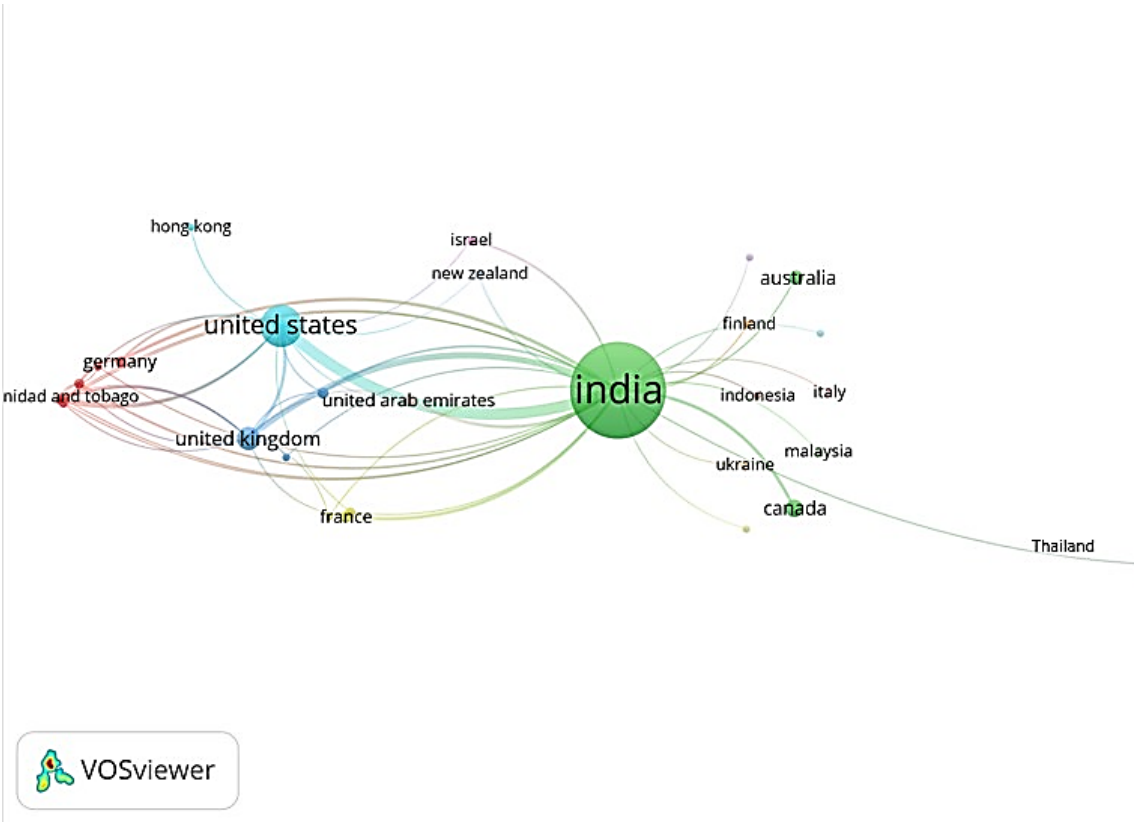

Figure 2: Country Collaboration Network Map.

particularly from the US, Europe, and Asia, are crucial in enhancing global visibility and scholarly impact.

Top Organisations

In all, 151 organisations participated in the research covered in Vikalpa, of which 123 organisations contributed 1-5 papers, 18 organisations contributed 6-10 papers, five organisations contributed 1-20 papers, four organisations contributed 21-50 papers, and one organisation contributed 239 papers. The top 34 organisations contributed five or more papers (range: 5 to 239), published 639 papers, and received 6,678 citations, constituting 69.61% and 94.70% share in total papers and citations covered in Vikalpa. The bibliometric profile of the top 34 organisations is shown in Supplementary Table S1 and Table 3 lists the top six most productive and impactful organisations.

IIMA dominates with 239 papers, accounting for a substantial contribution to total output, followed by IIM Bangalore, contributing 50 papers, University of Delhi (37 papers), IIM-Lucknow (34 papers), IIT-Delhi, and MDI-Gurgaon (24 papers each). These organisations contributed more than the average productivity (19.79) of all organisations individually contributed.

In contrast to publication output, 19 organisations have registered citation impact (measured by CPP and RCI) that exceeds their average (10.45 and 1.36). They include organisations such as: Delhi School of Economics (32.54 CPP), Panjab University (21.63 CPP), University of Jammu (18.11 CPP), University of Delhi (17.24 CPP) and University of Kashmir (15.44 CPP); IIM-Raipur (30.71 CPP), IIM-Kozhikode (13.0 CPP), and IIM-Lucknow (12.82 CPP); IIT-Kharagpur (29.0 CPP), IIT-Delhi (18.0 CPP), IIT-Madras (11.13 CPP) and IIT-Kanpur (10.8 CPP); and (iv) Institute of Management Technology, Ghaziabad (18.67 CPP), MDI-Gurgaon (14.58 CPP), IMI-Delhi (14.2 CPP), Indian School of Business (13.83 CPP), XLRI-Jamshedpur (12.38 CPP) and Ta Pai Management Institute (10.88 CPP).

It is observed that four of the top six most productive organisations, including the University of Delhi, IIT-Delhi, MDI-Gurgaon, and IIM-Lucknow, have comparatively performed better in terms of citation impact, followed closely by IIM-Bangalore (6.70 CPP) and IIM-Ahmedabad (5.88). The last two have performed lower in citation impact, possibly because of their significantly higher productivity compared to all other organisations. It is also surprising to note that many universities, including IITs and other prominent management institutes, have registered a higher citation impact than their overall average.

A network collaboration map among the top 34 organisations, constructed using VOSviewer software, is depicted in Figure 3. The top organisations in terms of Total collaborative Link Strength (TLS) were the IIM-A (212 linkages), followed by IIM-Bangalore (115 linkages), University of Delhi (61 linkages), IIM-Lucknow (34 linkages), IIT-Bombay (30 linkages), IIT-Delhi and IIM-Calcutta (27 linkages each), Delhi School of Economics

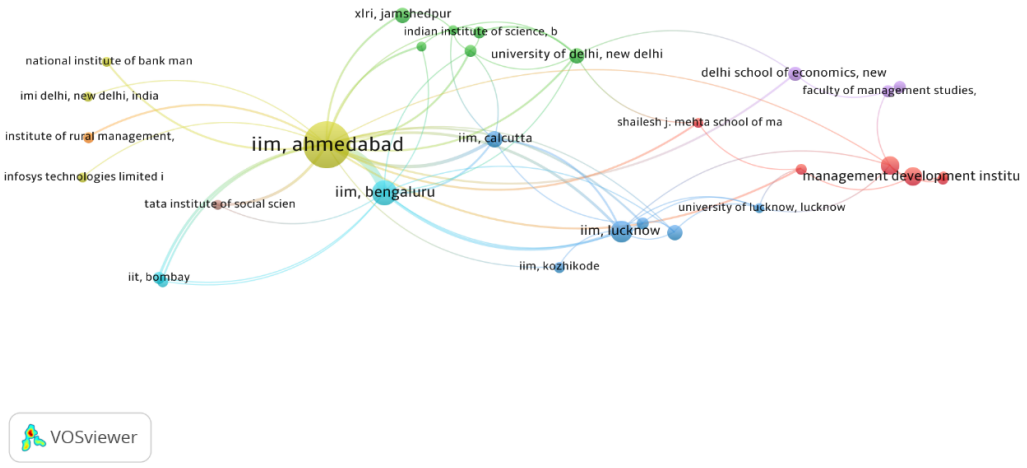

Figure 3: Collaboration Network map among the top 34 organisations.

Table 1: Growth of Publications and Citations.

Year	TP	TC	CPP	Year	TP	TC	CPP	Year	TP	TC	CPP
1996	29	39	1.34	2006	41	339	8.27	2016	23	364	15.83
1997	41	61	1.49	2007	36	332	9.22	2017	21	209	9.95
1998	38	134	3.53	2008	35	279	7.97	2018	20	236	11.80
1999	35	77	2.20	2009	37	249	6.73	2019	19	351	18.47
2000	44	115	2.61	2010	33	300	9.09	2020	21	121	5.76
2001	30	145	4.83	2011	31	205	6.61	2021	21	129	6.14
2002	32	170	5.31	2012	36	300	8.33	2022	20	56	2.80
2003	39	239	6.13	2013	38	540	14.21	2023	21	43	2.05
2004	38	754	19.84	2014	39	334	8.56	2024	25	20	0.80
2005	42	509	12.12	2015	33	403	12.21				
	368	2243	6.10		359	3281	9.14	Total	191	1529	8.01
									918	7053	7.68

(TP: Total Publications; TC: Total Citations; CPP: Citations Per Paper).

(25 linkages), Institute of Management Technology, Ghaziabad and (1 linkage) and Infosys Technologies India (20 linkages each), Bank of India (19 linkages), Tata Institute of Social Sciences, Indian Institute of Science, Bangalore and IIT-Madras (18 linkages each), Indian School of Business and IIM-Indore (16 linkages each), XLRI, Jamshedpur (15 linkages), Aligarh Muslim University (14 linkages), Management Development Institute, Surgeon and IIT-Kharagpur (13 linkages each).

It is observed that IIM-A has become the epicenter of a collaboration network, with the strongest collaboration with IIM-Bangalore (14 links), IIT-Bombay (6 linkages), University of Delhi (5 linkages) and IIM-Calcutta (4 linkages) and a host of other organisations such as Tata Institute of Social Sciences, IIT-Madras, IIM-Lucknow, XLRI-Jamshedpur, and Indian School of Business (3 linkages each) and ten other organisations with two linkages each. IIM-A followed by IIM-Lucknow depicts comparatively stronger linkages within the network (having 10 linkages with IIM-A, IIM-Bangalore, IIM-Calcutta, and IMT-Ghaziabad) and XLRI-Jamshedpur (having 10 linkages with IIM-A, IIM-Bangalore, IIM-Calcutta and IMT-Ghaziabad), and IIM-Calcutta (having eight linkages with IIM-A, IIM-Bangalore and IIM-Lucknow).

The analysis reveals a highly skewed institutional contribution, where IIM-A is the epicenter of both productivity and collaboration, followed by other IIMs forming a secondary cluster. The VOS viewer map supports this by showing dense linkages around IIM-A and IIM Bangalore. At the same time, several universities and smaller institutes remain on the periphery

with limited or no collaborative links. This suggests that future growth in research output and impact for Vikalpa may come from fostering greater institutional collaboration, especially by integrating peripheral contributors into the mainstream research network.

Top Authors

In total, 1,305 authors participated in the research covered in Vikalpa. Supplementary Table S2 presents the bibliometrics of the top 30 most productive authors, revealing interesting patterns in publication productivity, citations, and collaboration (TLS). Collectively, these 30 authors published 233 papers and received 1,484 citations, constituting 25.38% and 21.04% of the total papers and citations covered in Vikalpa. Table 4 lists the top 6 most productive and impactful authors, respectively.

Among the top 34 organisations: (i) Ten authors have contributed more than the average productivity (7.78): M.R. Dixit (21 papers), D.V. Seshadri (16 papers), S. Manikutty, G. Raghuram, N. Ravichandran (12 papers each), N. Vohra and I.M. Pandey (11 papers)(all from IIM-Ahmedabad), J.R. Verma (10 papers) (IIM-Ahmedabad), M. Sriram (IIM-Bangalore)(9 papers) and K.V. Ramani (IIM-Ahmedabad)(8 papers) and (ii) Fifteen authors have registered citation impact (measured by CPP and RCI) more than their average (6.37 and 0.83): M. Anand (Panjab University)(25.2 and 3.28), A. Banerjee (IIM-Ahmedabad)(23.14 and 3.01), P.K. Sinha (IIM-Ahmed)(21.6 and 2.81), R.M.R. Turaga (IIM-Ahmed)(18.4 and 2.4), K.T. Bhal (IIT-Delhi)(17.6 and 2.29), P.N. Khandwalla (IIM-Ahmed)(12.43 and 1.62), J.R. Verma (IIM-Ahmed)(11.0 and 1,43), N. Vohra (IIM-Ahmed)(8.0 and 1.04), D.V.R. Seshadri (IIM-Ahmed)(7.38 and 0.96) and M.P. Gupta (IIT-Delhi)(6.83 and 0.89), etc.

Based on the above presentation, it is observed that M. R. Dixit is the most productive, with 21 papers, but a Registered Citation Impact (RCI) of 1.24 (26 citations), indicating consistent output but limited impact. By contrast, authors like A. Banerjee (162 citations, CPP=23.14), m. Anand (126 citations, CPP=25.2) and P.K. Sinha (108 citations, CPP=21.6) stand out for their high citation impact, despite having fewer papers (7, 5, and 5, respectively). This demonstrates that quality and influence can sometimes outweigh quantity. J.R. Varma (10 papers, 110 citations, CPP=11) also demonstrates a strong balance between productivity and impact. Notably, Seshadri, D.V.R. (16 papers, 118 citations, CPP=7.38) and Pandey, I.M. (11 papers, 73 citations, CPP=6.64) emerge as influential contributors who combine productivity with significant scholarly impact. Overall, the numerical distribution shows that while a handful of authors dominate productivity, high-impact scholarship often comes from a smaller number of authors.

A network collaboration map of the top 41 authors, constructed with VOSviewer, is shown in Figure 4. The top authors in terms of collaborative TLS were D. Bhatnagar and R.T. Krishnan (85 linkages each), N. Vohra (50 linkages), D.V.R. Seshadri (41 linkages), N. Ravichandran (34 linkages), G. Raghuram and A. Kaul (31 linkages each), S. Manikutty (30 linkages), and M.R. Dixit (22 linkages).

The collaboration linkages with the network of 43 authors reveal a different picture. Here, R.T. Krishnan (8 linkages with six

Table 2: Top 10 countries (out of 36) with four or more papers.

Sl. No.	Country Name	TP	TC	CPP	RCI	TLS	TP		
							1996-05	2006-15	2016-24
1.	India	733	6389	8.72	1.13	96	293	287	137
2.	United States of America	91	555	6.10	0.79	61	32	38	16
3.	United Kingdom	20	55	2.75	0.36	27	7	11	2
4.	Canada	12	41	3.42	0.44	4	7	3	2
5.	Australia	7	61	8.71	1.13	1	4	2	1
6.	UAE	5	80	16.00	2.08	6		3	2
7.	Nigeria	4	3	0.75	0.10	0	4		0
8.	Netherlands	4	55	13.75	1.79	4		4	0
9.	Germany	4	110	27.50	3.58	7		3	1
10.	France	4	38	9.50	1.24	5	1	2	1
	Total of the top 10 countries	884	7387	8.36	1.09	211			
	Total of all countries	918	7052	7.68	1.00				
	Share of the top 10 countries in the total of all countries	96.30							

(TP: Total Publications; TC: Total Citations; CPP: Citations Per Paper; RCI: Relative Citation Index; TLS: Total Link Strength).

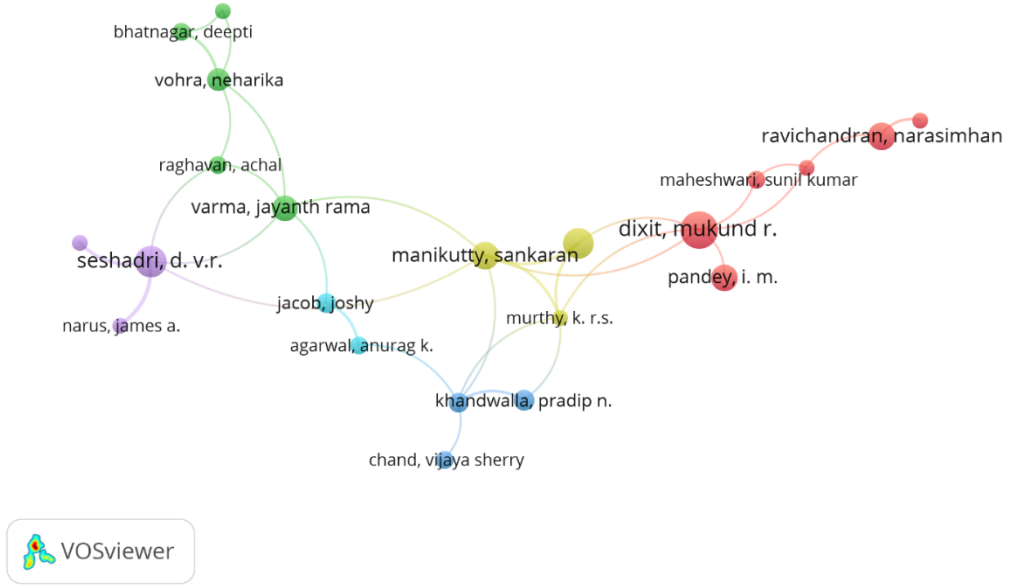

Figure 4: Network Collaborative Map among the Top 43 authors.

Table 3: Profile of the Top Six Productive and Impactful Organizations.

Sl. No.	Name of the Organization	TP	TC	CPP	RCI
	Top Six Productive Organizations				
1.	IIM Ahmedabad	239	1405	5.88	0.77
2.	IIM Bangalore	50	335	6.70	0.87
3.	University of Delhi	37	638	17.24	2.25
4.	IIM Lucknow	34	436	12.82	1.67
5.	IIT Delhi	24	432	18.00	2.34
6.	Management Development Institute (MDI), Gurgaon	24	350	14.58	1.90
	Top Six Impactful Organizations				
1.	Delhi School of Economics	13	423	32.54	4.24
2.	IIM Raipur	7	215	30.71	4
3.	IIT Kharagpur	10	290	29	3.78
4.	University of Lucknow	5	137	27.4	3.57
5.	Panjab University	8	173	21.63	2.82
6.	Institute of Management Technology, Ghaziabad	9	168	18.67	2.43

TP=Total papers; TC=Total citations; CPP=Citations per paper; RCI=Relative citation index.

authors), D. Bhatnagar (7 linkages with three authors), N. Vohra (7 linkages with four authors), S. Manikutty (7 linkages with six authors), G. Rughram (5 linkages with four authors) J.R. Verma (4 linkages with four authors) and M.R. Dixit (4 linkages with four authors) depicts the strong collaboration picture.

Significant Keywords

The analysis of keywords (alone or in combination with others) may reveal important themes and sub-themes. The analysis of keywords, as indicated in the Scopus database, reveals that 2,512 keywords (with four or more occurrences) appeared across 918 publications published by Vikalpa. Among 2,512 keywords, the most prominent keyword was "Innovation" (16 occurrences). "Entrepreneurship" and "Corporate Social Responsibility" (11 occur. each), "Leadership" (10 occur.), "Covid-19" (9 occur.), "Corporate Governance", "Globalization", "Organizational Culture" and "Project Management" (8 occur. Each) (Supplementary Table S3).

A co-occurrence network analysis of the 49 keywords, which have occurrences from 4 to 16, was selected for detailed co-occurrence analysis using VOSviewer software. The software presented the 49 keywords in 11 clusters, as shown in Figure 5, highlighting a rich and diverse intellectual landscape with clear thematic directions.

The journal's research footprint is anchored in innovation (16, TLS 10) and entrepreneurship (11, TLS 11), which together account for 27 occurrences (H"1.07% of all keyword mentions) and show the highest connectivity, underscoring their central role in shaping the journal's discourse. Alongside these, themes of corporate social responsibility (11, TLS 5), leadership (10, TLS 7), and corporate governance (8, TLS 7) further emphasis ethical and responsible business practices, jointly contributing 29 occurrences. Organizational behaviour and HRM-related terms such as job satisfaction, organizational commitment, work engagement, and trust collectively make up about 27 mentions (H"1% of the dataset), highlighting the journal's people-centred orientation. Macroeconomic and financial themes, such as globalization, emerging economies, economic growth, microfinance, and the Indian economy, account for nearly 30 mentions, reflecting Vikalpa's role in policy and developmental discussions, albeit with moderate network linkages. Contemporary concerns like COVID-19 (9, TLS 0), social media (6, TLS 5), information technology (6, TLS 4), and healthcare (6, TLS 7) together add 27 mentions, showing responsiveness to global disruptions, but some remain isolated with four keywords (COVID-19, abnormal returns, sustainability, bankruptcy) having TLS=0, i.e., 8% of the top keywords studied in silos. Methodological terms such as grounded theory (4, TLS 3) and panel regression (4, TLS 1) highlight a mixed methodological orientation.

Broad Subject-Wise Distribution

A broad subject-wise distribution was undertaken based on the titles and abstracts of 918 papers, according to the areas of interest indicated by IIM-A for Vikalpa. According to this classification, the most significant number of papers (199) were published on marketing, followed by Economics (122 papers), Strategic Management and Leadership (102 papers), Public Systems, including Health and Education, and Government (93 papers), Operations Management (81 papers), Organizational Behaviour and Human Resource Management (80 papers), Finance and Banking (65 papers) and Innovation and Entrepreneurship (50 papers). Other areas received comparatively much less attention (Table 5).

Highly Cited Papers (HCPs)

The top 15 most cited papers received 67 to 300 citations between 2004 and 2019, with the maximum number of citations (2, 3, and 4) reported in 2004, 2013, and 2019, respectively. These papers are considered Highly-Cited Papers (HCPs) and, together, received 1,184 citations (average=78.93 CPP), constituting a 16.79% share of the total citations received by 918 papers. The top 15 HCPs (across all articles) involve the participation of one institution (zero collaborative) in 9 papers, while six papers involve the participation of two or more organisations: 5 national collaborations and one international collaboration. The 40

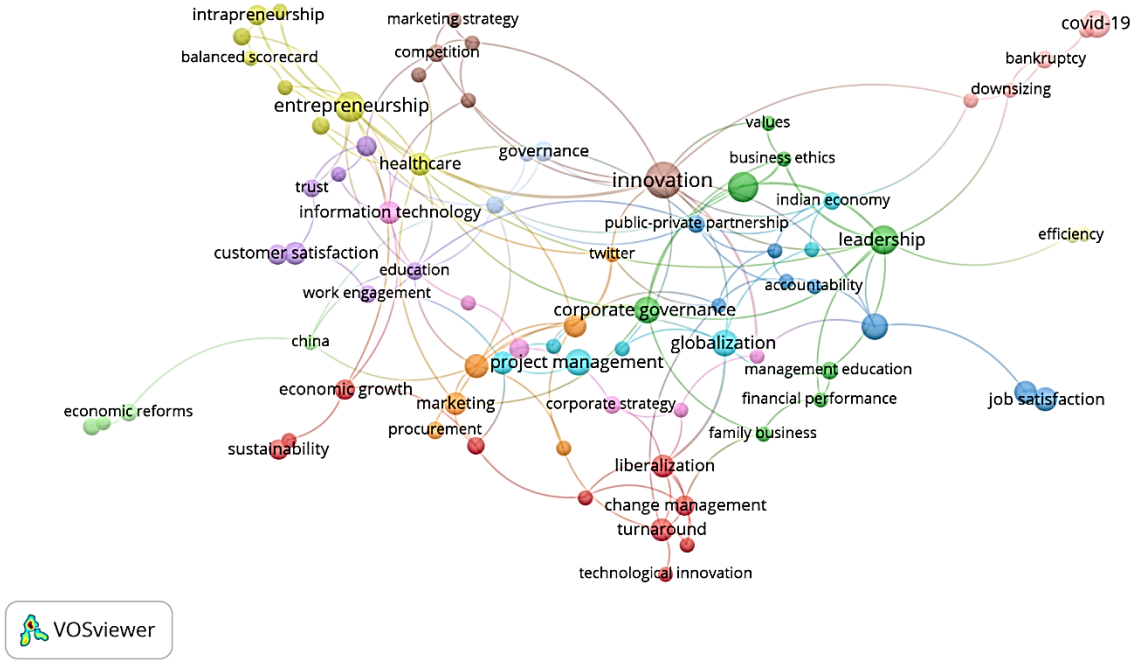

Figure 5: Co-occurrence Analysis of 49 Significant Keywords.

Table 4: Profile of the Top Six Productive and Impactful Authors.

Sl. No.	Name	Affiliation	TP	TC	CPP	RCI
Top Six Productive Authors						
1.	M.R. Dixit	IIM Ahmedabad	21	26	1.24	0.16
2.	D.V.R. Seshadri	IIM Ahmedabad	16	118	7.38	0.96
3.	S. Manikutty	IIM Ahmedabad	12	25	2.08	0.27
4.	G. Raghuram	IIM Ahmedabad	12	16	1.33	0.17
5.	N. Ravichandran	IIM Ahmedabad	12	29	2.42	0.31
6.	N. Vohra	IIM Ahmedabad	11	88	8.00	1.04
Top Six Impactful Authors						
1.	A. Banerjee	IIM Ahmedabad	7	162	23.14	3.01
2.	M. Anand	Panjab University	5	126	25.2	3.28
3.	D, V.R. Seshadri	IIM Ahmedabad	16	118	7.38	0.96
4.	J.R. Verma	IIM Ahmedabad	10	110	11	1.43
5.	P.K. Sinha	IIM Ahmedabad	5	108	21.6	2.81
6.	R.M.R. Turaga	IIM Ahmedabad	5	92	18.4	2.4

TP=Total papers; TC=Total citations; CPP=Citations per paper; RCI=Relative citation index.

authors affiliated with 40 organisations participated in 15 HCPs, of which IIM-Ahmedabad contributed three papers.

DISCUSSION

The bibliometric analysis of Vikalpa: The Journal for Decision Makers from 1996 to 2024 demonstrates its significance in Indian management scholarship, reflecting global research shifts in productivity, impact, and collaboration (Donthu *et al.*, 2021). As a key platform for sharing management knowledge and best practices, Vikalpa supports informed decision-making and improved professional outcomes (Madden *et al.*, 2024). Its metrics, including a CiteScore of 2.2, SJR of 0.212, SNIP of 0.664, and Impact Factor of 0.857, indicate a modest international standing, suited to its focus on emerging economies, yet signalling potential for greater visibility (Kavic and Satava, 2021; Jenkins, 2024; Sage, 2025b, 2025a). The study examined 918 publications, showing fluctuating annual outputs across three periods: 1996-2005 (368 papers, 6.28% growth rate, average 36.8 per year), 2006-2015 (359 papers, -1.91% growth), and 2016-2024 (191 papers, 1.42% growth, average 21.22 per year). This trajectory suggests a post-liberalization boom, a mid-decade slowdown amid rising competition, and a slight rebound in the digital era (Kumar *et al.*, 2023). A total of 7,052 citations were reached, averaging 7.68 Citations Per Paper (CPP), with foreign papers (166) at 6.46 CPP, compared to India's 8.75 CPP, highlighting domestic strength and room for international expansion.

Document composition is led by original articles (702, 76.47%, 9.38 CPP), notes (170, 18.52%, 1.61 CPP), and reviews (13, 10.0 CPP), consistent with management journal norms, where syntheses, such as reviews, yield higher impact (Alfawareh *et al.*, 2021). Notably, two conference papers reached a peak of 26.0 CPP, highlighting Vikalpa's emphasis on practical innovations. Funded papers were scarce (17, 1.85%), but high-impact (17.88 CPP), backed by entities like the Indian Institute of Management Ahmedabad (IIMA, five papers) and All India Council for Technical Education (3 papers), underscoring the value of external funding for visibility (Aria and Cuccurullo, 2017).

Citations of Vikalpa are skewed: 36.38% (334 papers) remain united, while 63.62% have at least one citation, a typical pattern where few papers drive influence (Donthu *et al.*, 2021). Of the cited works, 52.91% garnered 1-5 citations; the top 15 high-cited papers (67-300 citations, 2004-2019) accounted for 16.79% of the total citations, focusing on enduring themes. Authorship trends favor collaboration, with single-authored papers at 51.96%, but multi-authored papers are on the rise: 2-authored papers increased from 18.75% to 37.70%, and 3-5-authored papers increased from 4.89% to 23.56%. This mirrors interdisciplinary shifts in global research, evident in COVID-19 bibliometrics (Hashemi *et al.*, 2022).

Collaboration occurs in 51.42% of papers, primarily inter-institutional (64.19%), followed by intra-departmental (17.80%) and international (18.0%) collaborations. International efforts (85 papers) averaged 6.56 CPP, which is below the overall mean, suggesting potential for improvement. Inter-institutional links peaked at 143 (2006-2015) from 74 (1996-2005), then declined to 86 (2016-2024); international links decreased from 43 to 22, likely due to the pandemic's effects (Hashemi *et al.*, 2022).

Geographically, 36 countries participated, with Asia dominating (746 papers, 81.26%, 8.75 CPP), particularly India (733 papers, 79.85%, 8.72 CPP, RCI 1.13). North America contributed 103 papers (11.22%, 5.79 CPP), led by the USA (91) and Canada (12); Europe added 34 (3.70%, 8.29 CPP, e.g., UK 20). Oceania and Africa each had seven papers. The top 10 countries produced 884

Table 5: Broad Subject-Wise Distribution of 918 Papers.

Sl. No.	Subject	1996-2024	1996-2005	2006-2015	2016-2024
		TP	TP	TP	TP
1.	Accounting and Management Control	18	9	4	5
2.	Agriculture Management	14	8	3	3
3.	Economics	122	56	35	31
4.	Finance and Banking	65	22	23	20
5.	Information Technology	22	7	10	5
6.	Innovation and Entrepreneurship	50	19	24	7
7.	Managerial Communication	29	24	4	1
8.	Marketing	199	59	104	36
9.	Operations Management	81	43	23	15
10.	Organizational Behaviour and Human Resource Management	80	23	45	12
11.	Public Systems, including Health and Education, and Government	93	27	36	30
12.	Rural Development	10	3	1	6
13.	Strategic Management and Leadership	102	44	42	16
14.	Miscellaneous	33	24	5	4
Total		918	368	359	191

papers (96.30%), with the most substantial ties between India and the USA (45 links) in VOSviewer networks (Aria and Cuccurullo, 2017). Outliers like Germany (27.5 CPP, RCI 3.58) and the UAE (16.0 CPP) show quality despite low volume.

Institutionally, 151 organisations were involved, with the top 34 (those publishing five or more papers) yielding 639 papers (69.61%, 10.45 CPP). IIMA led (239 papers, 5.88 CPP), followed by IIM Bangalore (50), University of Delhi (37, 17.24 CPP), and IIT Delhi (24, 18.00 CPP). High-impact entities include Delhi School of Economics (32.54 CPP) and IIM Raipur (30.71 CPP); 19 exceeded average RCI (1.36), with universities and IITs excelling in citations (Kumar *et al.*, 2023). Networks orbit IIMA (212 total link strength), tightly linked to IIM Bangalore (14), indicating a core-periphery dynamic ripe for inclusivity.

Among 1,305 authors, the top 30 (5+ papers) authored 233 papers (25.38%, 6.37 CPP). Top producers: M.R. Dixit (21 papers, 1.24 CPP) and D.V.R. Seshadri (16, 7.38 CPP), mainly from IIMA. Impact leaders: A. Banerjee (23.14 CPP) and M. Anand (25.2 CPP). Collaboration hubs, such as D. Bhatnagar and R.T. Krishnan (each with 85 TLS), highlights IIMA's centrality.

Keywords (2,512, 4+ occurrences) feature "Innovation" (16), "Entrepreneurship," and "Corporate Social Responsibility" (11 each); VOSviewer clustered 49 into 11 themes, blending ethics, organisation, and macroeconomics, influenced by events like COVID-19 (Hashemi *et al.*, 2022). Subjects' priorities: Marketing (199 papers), Economics (122), and Strategic Management (102), with Marketing surging in 2006-2015 (104).

LIMITATIONS AND FUTURE DIRECTIONS

This bibliometric analysis, while comprehensive, has several limitations. Primarily, it relies solely on Scopus data, which may exclude publications or citations from non-indexed sources, potentially underestimating Vikalpa's broader impact (e.g., via Google Scholar or local databases) (Donthu *et al.*, 2021). The time frame (1996-2024) omits the journal's foundational years (1976-1995), which limits the historical context, and self-citation biases or field-specific norms may influence citation metrics (Aria and Cuccurullo, 2017). Additionally, quantitative methods often overlook qualitative aspects, such as content depth and practical applicability in real-world settings. Future research could integrate multiple databases to gain a holistic view, incorporate qualitative thematic analysis, or compare Vikalpa with peer Indian journals to benchmark its performance (Venkata and Satish, 2021). Extending to emerging tools, such as altmetrics for societal impact assessment and predictive modelling for trend forecasting amid AI-driven disruptions, would enhance insights (Kavic and Satava, 2021). Such directions could inform editorial strategies to enhance internationalization and interdisciplinary relevance. Vikalpa embodies an India-driven management discourse with growing but limited global ties, suggesting strategies such as thematic special issues and international partnerships to address citation disparities and enhance relevance (Alfawareh *et al.*, 2021).

CONCLUSION

Vikalpa's bibliometric profile from 1996 to 2024 demonstrates its pivotal role in Indian management research, characterised by a steady output, India-centric contributions, and emerging themes such as innovation. While challenges like uneven citations and limited internationalization persist, opportunities for enhanced collaboration and global impact abound. Future efforts should priorities interdisciplinary and funded research to sustain growth.

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None.

ABBREVIATIONS

IIM Ahmedabad: Indian Institute of Management, Ahmedabad; **IIM Bangalore:** Indian Institute of Management, Bangalore; **IIM Lucknow:** Indian Institute of Management, Lucknow; **IIT Delhi:** Indian Institute of Technology, Delhi; **IIM Calcutta:** Indian Institute of Management, Calcutta; **IMI Delhi:** International Management Institute, Delhi.

CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

AUTHORS CONTRIBUTIONS

RV: Conceptualisation, data analysis, literature search, manuscript writing, editing, and final approval. **CSM:** Investigation, literature search, manuscript writing, editing, and final approval. **BMG:** Conceptualisation, investigation, formal analysis, data analysis, literature search, manuscript writing, editing, and final approval. **NM:** Investigation, literature search, manuscript writing, editing, and final approval. **GMNM:** Data curation, data analysis, methodology, software, and manuscript writing. **MS:** Literature search, manuscript writing, editing, and final approval.

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Table S1: Top 34 organisations with five or more papers.

Sl. No.	Organisation	TP	TC	CPP	RCI	ICP	%ICP	TLS
1.	IIM Ahmedabad	239	1405	5.88	0.77	37	15.48	212
2.	IIM Bangalore	50	335	6.7	0.87	16	32	116
3.	University of Delhi	37	638	17.24	2.25	4	10.81	61
4.	IIM Lucknow	34	436	12.82	1.67	3	8.82	34
5.	IIT Delhi	24	432	18	2.34	3	12.5	27
6.	Management Development Institute (MDI), Gurgaon	24	350	14.58	1.9	2	8.33	13
7.	IIM Calcutta	18	167	9.28	1.21	2	11.11	27
8.	XLRI, Jamshedpur	16	198	12.38	1.61	1	6.25	15
9.	IIM Indore	15	136	9.07	1.18	1	6.67	16
10.	IIT Bombay	13	75	5.77	0.75	4	30.77	30
11.	Delhi School of Economics	13	423	32.54	4.24	0	0	25
12.	IIT Kharagpur	10	290	29	3.78	0	0	13
13.	University of Kashmir	9	139	15.44	2.01	0	0	0
14.	University of Jammu	9	163	18.11	2.36	1	11.11	4
15.	Institute of Management Technology, Ghaziabad	9	168	18.67	2.43	3	33.33	20
16.	Indian Institute of Science, Bangalore	8	80	10	1.3	3	37.5	18
17.	Panjab University	8	173	21.63	2.82	0	0	9
18.	IIT Madras	8	89	11.13	1.45	1	12.5	18
19.	Ta Pai Management Institute	8	87	10.88	1.42	0	0	5
20.	Institute of Rural Management, Anand	7	32	4.57	0.6	1	14.29	9
21.	Bank of India	7	13	1.86	0.24	0	0	19
22.	IIM Ranchi	7	15	2.14	0.28	0	0	9
23.	IIM Raipur	7	215	30.71	4	1	14.29	8
24.	Aligarh Muslim University	6	53	8.83	1.15	0	0	14
25.	Infosys Technologies India	6	12	2	0.26	1	16.67	20
26.	IIM Kozhikode	6	78	13	1.69	0	0	4
27.	Indian School of Business	6	83	13.83	1.8	2	33.33	16
28.	University of Lucknow	5	137	27.4	3.57	0	0	10
29.	Mangalore University	5	31	6.2	0.81	0	0	4
30.	IIT Kanpur	5	54	10.8	1.41	0	0	9
31.	Tata Institute of Social Sciences	5	27	5.4	0.7	2	40	18
32.	Indira Gandhi Institute of Development Research	5	24	4.8	0.63	0	0	1
33.	IMI, Delhi	5	71	14.2	1.85	0	0	4
34.	National Institute of Bank Management	5	49	9.8	1.28	1	20	5
	Total of top 34 organisations	639	6678	10.45	1.36	89	13.93	813
	Global total	918	7052	7.68	1			
	Share of the top 34 organisations in the global total	69.61	94.7					

Table S2: Top 30 authors with five or more papers.

Sl. No.	Name	Affiliation	TP	TC	CPP	RCI	ICP	% ICP	TLS
1.	M.R. Dixit	IIM Ahmedabad	21	26	1.24	0.16	0	0	22
2.	D.V.R. Seshadri	IIM Ahmedabad	16	118	7.38	0.96	8	50	41
3.	S. Manikutty	IIM Ahmedabad	12	25	2.08	0.27	2	16.67	30
4.	G. Raghuram	IIM Ahmedabad	12	16	1.33	0.17	0	0	31
5.	N. Ravichandran	IIM Ahmedabad	12	29	2.42	0.31	0	0	34
6.	N. Vohra	IIM Ahmedabad	11	88	8	1.04	4	36.36	50
7.	I.M. Pandey	IIM Ahmedabad	11	73	6.64	0.86	3	27.27	18
8.	J.R. Verma	IIM Ahmedabad	10	110	11	1.43	2	20	18
9.	M.S. Sriram	IIM Bangalore	9	51	5.67	0.74	1	11.11	16
10.	K.V. Ramani	IIM Ahmedabad	8	0	0	0	0	0	0
11.	P.N. Khandwalla	IIM Ahmedabad	7	87	12.43	1.62	1	14.29	16
12.	D. Bhatnagar	IIM Ahmedabad	7	27	3.86	0.5	4	57.14	85
13.	A. Banerjee	IIM Ahmedabad	7	162	23.14	3.01	1	14.29	8
14.	S. Vachani	Boston University, Boston	6	2	0.33	0.04	1	16.67	8
15.	A. Kaul	IIM Ahmedabad	6	30	5	0.65	2	33.33	31
16.	J. Jacob	IIM Ahmedabad	6	29	4.83	0.63	0	0	15
17.	M.P. Gupta	IIT Delhi	6	41	6.83	0.89	1	16.67	7
18.	R.H. Dholakia	IIM Ahmedabad	6	10	1.67	0.22	0	0	11
19.	R.M.R. Turaga	IIM Ahmedabad	5	92	18.4	2.4	1	20	16
20.	S. Sinha	IIM Ahmedabad	5	3	0.6	0.08	0	0	0
21.	P.K. Sinha	IIM Ahmedabad	5	108	21.6	2.81	0	0	8
22.	S.P. Singh	IIM Ahmedabad	5	3	0.6	0.08	0	0	0
23.	A. Raghavan	IIM Bangalore	5	32	6.4	0.83	2	40	20
24.	R.T. Krishnan	IIM Bangalore	5	33	6.6	0.86	2	40	85
25.	R.K. Gupta	MDI, Gurgaon	5	33	6.6	0.86	0	0	9
26.	B.H. Dholakia	IIM Bangalore	5	0	0	0	0	0	5
27.	V.S. Chand	IIM Ahmedabad	5	33	6.6	0.86	3	60	20
28.	K.T. Bhal	IIT Delhi	5	88	17.6	2.29	1	20	6
29.	R. Basant	IIM Ahmedabad	5	9	1.8	0.23	0	0	16
30.	M. Anand	Panjab University	5	126	25.2	3.28	1	20	3
		Total of top 30 authors	233	1484	6.37	0.83	40	17.17	629
		Global Total	918	7052	7.68	1			
		Share of the top 30 authors in the global total	25.38	21.04					

Table S3: List Top 41 Keywords.

Sl. No.	Keyword	Occ.	TLS	Sl. No.	Keyword	Occ.	TLS
1.	Innovation	16	10	21	Abnormal Returns	6	0
2.	Entrepreneurship	11	11	22	Outstanding	5	5
3.	Corporate Social Responsibility	11	5	23	Economic Growth	5	4
4.	Leadership	10	7	24	Intra-partnership	5	4
5.	Covid-19	9	0	25	Change Management	5	3
6.	Corporate Governance	8	7	26	Microfinance	5	3
7.	Globalization	8	5	27	Decision-Making	5	2
8.	Organizational Culture	8	4	28	Governance	5	2
9.	Project Management	8	2	29	Information Asymmetry	5	1
10.	Emerging Economies	7	5	30	Service Quality	5	1
11.	Job Satisfaction	7	3	31	Sustainability	5	0
12.	Healthcare	6	7	32	Education	4	6
13.	Liberation	6	6	33	Sustainable Development	4	6
14.	Marketing	6	6	34	Public-private partnership	4	5
15.	Organisational Commitment	6	5	35	Technology	4	4
16.	Social media	6	5	36	Trust	4	3
17.	Culture	6	4	37	Ground Theory	4	3
18.	Information technology	6	4	38	Work engagement	4	3
19.	Customer Satisfaction	6	3	39	Competition	4	2
20.	Grach	6	1	40	Competitive advantage	4	2