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**Article Analysis Paper**

*Institutional Entrepreneurship in Mature Fields: The Big Five Accounting Firms* written by Royston Greenwood (University of Alberta) and Roy Suddaby (University of Alberta) was published in *Academy of Management Journal, 2006, Vol. 49.* The purpose of this article analysis paper is to get familiar with the requirement of business writing and try to figure out the moves used in a professional business article. Additionally, this paper can be helpful for those who are not familiar with the structure of articles published in *Academy of Management Journal*.

In the Royston’s article, in order to identify a process of successful institutional entrepreneurship, Royston and Roy (2006) examined a new different organizational form (MDP) in the field of business services. Seo and Creed (2002) put forward a key concept *paradox of embedded agency* to figure out how the behavior is shaped by institutional prescriptions and why actors formed by institutional organizations lead to a positive change. After the authors introduced the factors of institutional entrepreneurship and the paradox of embedded agency, they laid emphasis on theoretical supports in this research. Then Royston and Roy (2006) used qualitative procedures to design a research. Firstly, they drew upon the previous finding data from Ruef and Scott (1998) and conducted 23 interviews in relevant business organizations. Secondly, after collecting the data, Royston and Roy (2006) took advantage of the SEC transcripts to illustrate the relationship between dynamics and data. Thirdly, by combining the previous findings and present results of the research, the authors did a case analysis of the Big Five firms’ performance in Canada. Lastly, the authors summarized their findings. They asserted that paradox of embedded agency does not always have an effect on the behavior. The case of Big Five also showed that the motivation and awareness of elite organizations were essential for institutional entrepreneurship.

The structure of this article is not a typical IMRD structure. Throughout the whole article, the main part includes introduction, theoretical orientation, case analysis and conclusion. The part of theoretical orientation plays a role of the research’s background. In this part, Royston and Roy (2006) showed the previous studies’ achievements and the material they wanted to use in their study. It is incredibly necessary to introduce the relevant theories and corresponding explanations when authors plan to establish a new theoretical system. Particularly, the part of result hid in the part of method. In this study, the authors made different investigations, and they did not put the all findings in one part. After analysis of research, the authors gave statements and explanations to expand the findings. These findings are the part of the result. Therefore, the article’s structure is similar with IMRD but not a typical IMRD structure. This feature is pretty interesting. When I read other articles published in AMJ, I find that almost every article does not follow the IMRD typically, however, these articles do have a similar IMRD structure. I learned that the structure of the article can be flexible in my future business writing, but the article has to be logically organized. A clear and logical statement is necessary in my discipline.

In the introduction section, Moves 1a is that this study has a special and rare research direction in institutional entrepreneurship (Royston, 2006). Moves 1b is that the authors introduced the result of low embeddedness combined with a motivation (Royston, 2006). Move 2 is “previous studies have focused more on institutional entrepreneurship arising from actors on the fringes or outside an organizational field, and usually in less mature contexts” (Royston, 2006). In Move 3, the purpose of the Royston’s article was to combine with previous study findings and establish a new theoretical system in business field. Moreover, this study contributed to institutional theory by expanding understanding of institutional change (Royston, 2006).

The type of this article is research study and the citation format is APA. Royston and Roy (2006) used a lot of previous data in their article, in order to compare with their own findings in this study. For example, the authors used 3 tables and 1 figure in this paper. By analyzing the data of comparison of organizations and the data of performance of Big Five firm, the authors demonstrated successfully the process model of institutional entrepreneurship.

Obviously, Royston and Roy intended to make the article more reliable and authoritative, so that they referred a large amount of data to make 3 tables and 1 figure to classify the different views and enrich their theoretical supports. This strict research method inspired me to find enough theories to support the thesis after deciding argumentative edges in the future business writing. In addition, in Royston’s article, he seldom put forward a viewpoint or a conclusion without sufficient proof. Therefore, I learned that proving is an essential and necessary step before authors put forward conclusions in a professional research paper. A good research paper is required a clear statement and a reasonable structure. Most importantly, a professional research paper is supposed to provide enough proof and evidence for this study.

**REFERENCES**

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