



SDI Review Form 1.6

Journal Name:	Journal of Economics, Management and Trade
Manuscript Number:	Ms_JEMT_38100
Title of the Manuscript:	The Role of Middle Managers in Becoming Lean: A Systematic Review and Synthesis of the Literature
Type of the Article	

General guideline for Peer Review process:

This journal's peer review policy states that **NO** manuscript should be rejected only on the basis of '**lack of Novelty**', provided the manuscript is scientifically robust and technically sound. To know the complete guideline for Peer Review process, reviewers are requested to visit this link:

(<http://www.sciencedomain.org/page.php?id=sdi-general-editorial-policy#Peer-Review-Guideline>)



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PART 1: Review Comments

	Reviewer's comment	Author's comment (if agreed with reviewer, correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)
Compulsory REVISION comments	1) The paper focused largely on the role of middle level managers as drivers of CI/lean. However, the nexus between prescriptive and emergent strategies vis-à-vis top management and middle level management were not fully explored. To enable the arguments of the authors seats well, the review of the following is strongly indicated: • Mintzberg, H "The Strategy Concept I: Five Ps for Strategy" <u>California Management Review</u>, Fall 1987 • Mintzberg, H "Crafting Strategy", <u>Harvard Business Review</u>, July-August 1987 2) The sense of urgency in change attracted the attention of the authors. The authors failed to credit Kotter, J.P for this as outlined below: • Kotter, J.P (1996) <u>leading change</u>, Boston: Harvard Business School Press 3) It is not sufficient for the writers to state CI/lean culture. The dimension of culture driving the elements in CI/lean must be shown. The paper below should be reviewed and incorporated in the literature review. • Hofstede, G "Think locally, Act Globally: Cultural Constraints in Personnel Management", <u>Management International Review</u>, 38(2), 1988 4) To capture the role of top management in the failure of strategy implementation fully, the fallacy of programmatic change must attract the attention of the authors.	
Minor REVISION comments	Discussion/recommendation and areas of further study should not be a substitute for conclusion. Suitable conclusion is imperative. Please review.	
Optional/General comments	The style of referencing is anachronistic. Please review.	

As per the guideline of editorial office we have followed VANCOUVER reference style for our paper.

Kindly see the following link:

<http://sciencedomain.org/archives/20>

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