Management and Organization Review

STYLE GUIDE FOR AUTHORS

This "Style Guide for Authors" provides information for preparing manuscripts for submission to the *Management and Organization Review (MOR)*. A different document, "Information for Contributors and Submission Guidelines" (published in each issue of *MOR* and also available at http://www.iacmr.org) describes the content domain of *MOR* and submission procedures. Please note that failure to follow this guide may result in the return of your manuscript for reformatting before it is considered as a submission.

Manuscript Format

1. Manuscripts must be double-spaced throughout (this includes notes and references) on one side of A4 or US standard letter size paper with all margins at least one inch.

2. Though we do not impose a page limit, we encourage conciseness in writing. Typical manuscripts are expected to be between 25 to 40 pages, including references, tables, and figures. The best ideas are expressed in simple, direct language. Excessive references are not helpful. Cite only the most representative and authoritative sources to support your points.

3. The separate title page has the title of the paper, the names of all the authors and their affiliations, along with the detailed address of the corresponding author, including full postal address, email address, phone number, and fax number.

4. The first page of the manuscript should have the title of the paper and an informative abstract of no more than 200 words, double-spaced. Provide three to five keywords or phrases to help in identifying appropriate reviewers and to facilitate abstracting and search functions. The title should be short, informative, and contain a major keyword. A short running title (fewer than 40 characters) should also be provided.

5. The body of the paper begins on page two with the main heading **INTRODUCTION**, left justified. It is not necessary to include the title on this page.

6. Primary headings should be capitalized and bold. Secondary headings should be in upper and lower case, bold, and with the first letters of each word capitalized. Tertiary headings should be italicized with the first letter of the first word capitalized. All headings should be left justified.

7. Organize the manuscript into the following main sections: **INTRODUCTION**, **THEORETICAL BACKGROUND AND HYPOTHESES** (if hypotheses are used), **METHOD**, **RESULTS**, **DISCUSSION**, and **CONCLUSION**. Use secondary headings within each main section to clearly organize the presentation.

8. Put sentences in the active voice ("I did it"; "They did it") instead of the passive voice ("It was done") to make it easy for readers to see who did what. Use the first person ("I" or "we") to describe what you yourself did. However, be sure to avoid any phrasing that may reveal your identity and compromise the blind peer review process. For example, when self-referencing, write "In Smith (2000), results showed . . ." DO NOT write "In my previous research (Smith, 2000), results showed . . ." or "The author's previous research (Smith, 2000) revealed . . ."

9. Use notes and not endnotes or footnotes. Notes should be provided on a separate page immediately following the text and before the **REFERENCES** under the heading **NOTES**. Notes should offer significant comment. Important information should be in the text. Minimize the use of notes.

10. A separate acknowledgements document should identify the source of financial grants and other funding as well as the contribution of colleagues or institutions. Please note that this information should not be included in the main manuscript document to ensure the blind review process is not compromised. Once a paper has been accepted or conditionally accepted and is past the blind review process, acknowledgements will be included as the first entry in the **NOTES** section. The numbered notes (e.g., [1]) begin after the acknowledgements.

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11. Put all tables, figures, and appendices at the end of the manuscript, following the **REFERENCES**.

12. All pages should be numbered consecutively in the top right-hand corner.

13. Prepare the entire manuscript (including tables and figures) in Microsoft Word® using Times New Roman font. Use 12 point size for the body of the paper.

Tables and Figures

1. Each table or figure should bear an Arabic number (1, 2, etc.) and a title and should be reasonably interpretable without reference to the text.

2. Each table should be bracketed with a solid horizontal line with minimum use of horizontal lines inside the table. Do not use vertical lines in the tables or figures. Check published papers in *MOR* for table and figure format.

3. Each table or figure should be presented on a separate page at the end of the manuscript, after the **REFERENCES**. Figures and tables reproduced from already published work must be accompanied by the permission of the original publisher (or copyright holder, if not the publisher). Please indicate the position of figures and tables in the text as follows:

INSERT TABLE I ABOUT HERE

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4. Figures (unlike tables) have graphics. Should your paper be accepted for publication, please ensure that all figures are of a suitable quality and resolution to be printed. Wherever possible please provide line figures in encapsulated postscript (.eps) format or scanned at 800 d.p.i. Do not embed graphics in the Word document – they must be supplied in separate files, one file per figure. Full artwork guidelines are available on the publisher's website (http://authorservices.wiley.com/bauthor/illustration.asp).

5. Avoid "stacking" – write all words horizontally, not vertically.

6. Use tabs, not spaces, to separate data points in tables.

7. Use the same variable names you use in the text. Spell out the words or names of all the variables in the tables or figures. Do not abbreviate. Look at figures in published *MOR* articles for format ideas.

8. Data entries in tables should be restricted to two decimal places.

9. In tables, footnote symbols †, ‡, § and ¶ should be used (in that order) and *, **, *** should be reserved for *P*-values.

Citations

Citations must be used to identify and credit the appropriate source(s) when you refer to or borrow ideas, paraphrase text, or quote verbatim in your manuscript. Verbatim quotations are text taken directly, word-for-word from another written work. They are generally a few words or more but also include original one or two word phrases coined by an author that have not yet integrated into common speech. Again, whether you are directly quoting, summarizing, or simply referring to another author's ideas, it is imperrative that you cite.

1. In the text, where the author's name appears, the date should follow in parentheses, e.g., Mintzberg (1985). If the author's name is not present in the text, insert it with the date in parentheses, e.g., (Mintzberg, 1985).

2. Multiple references should be listed alphabetically in parentheses, separated by semicolons, e.g., (Jackson, 1996; Watson, 1986).

3. Page numbers to indicate a passage of special relevance or to give the source of a quotation or paraphrase should appear in parentheses, e.g., (Willmott, 1992: 12).

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4. If there is more than one reference to the same author in the same year, postscript the date of each reference with a, b, c, etc., e.g., (Sparrow, 1998a, 1998b).

5. For references with two authors, give both names every time you cite it, e.g., (Meyer & Lu, 2004).

6. References with three to six authors should be listed in full in the first appearance of the citation in the text, e.g., (Weber, Ames, & Blais, 2005). Use the last name of the first author and "et al." in all its subsequent appearances in the text, e.g., (Weber et al., 2005).

7. For seven or more authors, use "et al." even for the first citation. (Note: the matching reference should give all the authors.)

Notes

This section is for any acknowledgements and additional notes. In general, *MOR* discourages the use of notes. If used, they should be placed as a list at the end of the paper and numbered in the list and referred to in the text with consecutive, superscript Arabic numerals. Try to put essential information in the body of the paper and use notes judiciously. Please see articles in past issues of *MOR* for examples of notes. When using notes, please type the notes as a continuation of the main body text and avoid using Word's endnote or footnote reference tools.

References

Cite the names of all authors. Do not use *ibid* or *op cit.* References should be listed alphabetically by author and be placed at the end of the manuscript, before the tables, figures, and appendices. Reference to unpublished data and personal communications should not appear in the list but should be cited in the text only (e.g., Smith, 2000, unpublished data). All citations mentioned in the text, tables or figures must be listed in the reference list. Authors are responsible for the accuracy of the references.

1. Journal references should be listed as follows:
   Meyer, M. W., & Lu, X. 2005. Managing indefinite boundaries: The strategy and structure of a Chinese business firm. ***Management and Organization Review,*** 1(1): 57–86.
   Nonaka, I. 1991. The knowledge-creating company. ***Harvard Business Review,*** 69(6): 96–104.

   Please always include an issue number in parentheses after the volume number to help facilitate other researchers seeking to find your references.

2. Book references should be listed as follows:
   Law, J. 1994. ***Organizing modernity***. Oxford: Blackwell Publishing.
   Shapira, Z. (Ed.) 1997. ***Organizational decision making***. Cambridge: Cambridge University Press.

3. Chapter references should appear as follows:
   Zhou, X. 1997. Organizational decision making as rule following. In Z. Shapira (Ed.), ***Organizational decision making:*** 257–281. Cambridge: Cambridge University Press.

4. Unpublished papers or conference presentations should appear as follows:
   Chen, M. H. 1998. ***Organizational citizenship behavior in the service industry***. Unpublished doctoral dissertation, University of Hong Kong, Hong Kong.
   Wallace, J. H. 2004. ***Creativity in high technology firms***. Paper presented at the inaugural conference of the International Association for Chinese Management Research, Beijing, June 2004.

5. If an article has no author, the periodical or producing body is referenced:
   Business Week. 1998. The best B-schools. October 19: 86–94.

6. Articles used from online sources should appear as follows:
   Hofstede, G. 2003. Hofstede Scores: China. ***Geert Hofstede Cultural Dimensions.*** [Cited 10 March 2006.] Available from URL: http://www.geert-hofstede.com/hofstede_china.shtml.

Appendices

Present long but essential methodological details, such as explanations of the calculation of measures or items of new measures not already in the text, in an appendix or appendices. Presentation should be concise, but avoid table formats and reproductions of surveys. Multiple appendices are labeled numerically as follows: Appendix I, Appendix II, etc. and referred to in the text.

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Technical Note

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You will be asked to provide a Chinese version of the abstract, including the keywords and the Chinese names if such is available or appropriate, if your article is accepted for publication. This should be prepared in a separate file with the manuscript number as the file name, e.g., MOR-09-001-Chinese-abstract.doc.

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Questions

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