Management and Organization Review

STYLE GUIDELINES 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. This Style Guide is also published in the first issue of each volume of *MOR.*

Manuscript format

1. Manuscripts must be double-spaced throughout (this includes Notes and References) on one side of A4 or U.S. standard 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 always expressed in simple, direct language. Excessive references are not helpful. Cite only the most representative and authoritative sources to support your points.

3. The cover 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. Acknowledgements should be the first entry in the NOTES section, which immediately precedes the REFERENCES. The numbered notes should begin after the acknowledgements.

4. The second page of the paper should have the title of the paper and an informative abstract of no more than 200 words, double-spaced. Provide up to five key words or phrases to help in identifying appropriate reviewers.

5. The body of the paper begins on page 3. 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. Third level headings should be italicized with the first letter of the first word capitalized. All headings should be left justified.

7. Organize the manuscript into five main sections: Introduction, Theoretical Background and Literature Review (if hypotheses are used, include them in this

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section), Method, Results, Discussion and Conclusions. 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.

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. Number all the pages, from the cover page to the end of the entire manuscript.

11. Please 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 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.. Full artwork guidelines are available on the publisher's web site (http://www.blackwellpublishing.com/authors/digill.asp).

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

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6. 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.

Citations

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 author's name and 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, should appear in parentheses, e.g., (Willmott, 1992, p. 12).

4. If there are 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.

6. References with three or more authors should be listed in full in the first appearance of the citation in the text. Use last name, 'et al.' (e.g., White, et al., 2003) in all its subsequent appearances in the text.

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

Notes

This section is for any acknowledgements and additional notes.
[1] *MOR* discourages the use of footnotes or endnotes.
[2] Essential information should be put in the text of the manuscript.
[3] Please see articles in Volume 1 Issue 1 for examples of notes.

References

References should be listed alphabetically by author at the end of the manuscript, before the tables, figures, and appendices.

Journal references should be listed as follows:

> Meyer, M.W. and Lu, X. (2004). 'Managing indefinite boundaries: The strategy and structure of a Chinese business firm'. *Management and Organization Review*, **1**, 1, 57–86.

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Book references should be listed as follows:

Law, J. (1994). *Organizing Modernity*. Oxford: Blackwell Publishing.

Chapter references should appear as follows:

Zhou, X. (1997). 'Organizational decision making as rule following'. In Shapira, Z. (Ed.), *Organizational Decision Making*. Cambridge: Cambridge University Press, (pp. 257–81).

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.

If an article has no author, the periodical or producing body is referenced:

Business Week. (1998). 'The best B-schools'. October 19: 86–94.

Appendices

Present long but essential methodological details, such as explanations of the calculation of measures, 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 1, Appendix 2, etc.

Technical Note

Many authors use the tracking facility of the reviewing tool in working on successive versions of their manuscripts. Word can detect corrections to previous versions of the manuscript by clicking on a 'Showing Markup' option when the Reviewing tool bar is activated. To prevent this, before submitting your manuscript you should 1) click on 'Final' 2) select the entire document, and then 3) save that version as a new file under a new name. That will be a 'clean' version, free of the history of previous versions and corrections. This is the version that you should submit to *MOR*.

Author Biography

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mail address, where the highest degree was earned, present affiliation and position, and current research interests. This should be the last page of the final version of your manuscript.

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