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.

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 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.

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 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 three 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. 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 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.

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. Acknowledgements should be the first entry in the NOTES section. The source of financial grants and other funding must be acknowledged. The contribution of colleagues or institutions should also be acknowledged. The numbered notes (e.g., [1]) should 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, beginning with the title page.

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://www.blackwellpublishing.com/bauthor/digill.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 imperative 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 author's name and date in parentheses, e.g., (Mintzberg, 1985).

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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, p. 12).

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.

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. 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.

References

Cite the names of all authors. Do not use *ibid* or *op cit.* References should be listed alphabetically by author 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. 2004. Managing indefinite boundaries: The strategy and structure of a Chinese business firm. ***Management and Organization Review,*** 1: 57–86.
   Nonaka, I. 1991. The knowledge-creating company. ***Harvard Business Review,*** 69(6): 96–104.
   Include an issue number only if every issue of the referenced periodical begins with a page numbered 1. (Look at more than one issue to check.)

2. Book references should be listed as follows:
   Law, J. 1994. ***Organizing modernity.*** Oxford: Blackwell Publishing.

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. For articles used from online sources:
   Hofstede, G. 2003. ***Geert Hofstede cultural dimensions*** (Hofstede Scores: China). [Cited 10 Mar 2006.] Available from URL: http://www.geert-hofstede.com/hofstede_china.shtml.

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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.

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 (i) click on "Final", (ii) select the entire document, and then (iii) 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

If your article is accepted for publication, you will be asked to submit a biography of no more than 75 words for each author. The biography should indicate email 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.

Chinese Abstract

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., MOR07-001-Chinese-abstract.doc.

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Questions

Please contact the *MOR* office at iacmr.mor@asu.edu or anne.tsui@asu.edu or phone 480-965-4530 if you have any questions about the Style Guide or about preparing the manuscript.

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