

# Academy of Management Discoveries

## STYLE GUIDE FOR AUTHORS

For information on the desired content and length of submissions and on how to submit manuscripts, please see "Information for Contributors" (<http://aom.org/Publications/AMD/AMD-Information-for-Contributors.aspx>)

### Manuscript Submission and Format

Submit manuscripts to AMD's online submission and review Web Site, ScholarOne Manuscripts, at <http://mc.manuscriptcentral.com/amd>. Please use Times Roman 12-point type (or similar) and the 8½ × 11 page setting. The document should be double spaced throughout; place page numbers in the upper-right corner; and leave top and side margins of at least one inch.

### Title Page

As part of the submission process ALL AUTHORS are asked to upload the manuscript TITLE PAGE as a separate document. The title page should be designated as a SUPPLEMENTARY FILE NOT FOR REVIEW. Please include all author names and affiliations on the title page only.

### Publication of Accepted Articles

Accepted papers are copyedited. Authors review edits in page proofs. AMD's copyeditor or production manager will contact you about two months after the managing editor assigns your work to an issue.

If your work is accepted, please keep the managing editor (szaid@aom.org) and the assigned copyeditor (contact information to be provided upon acceptance) informed of changes of address and long absences.

### Front Pages

**Address.** Under the title of your work, list authors' names, affiliations, and complete addresses. Example:

AN EXCELLENT STUDY  
A. A. MANAGEMENT SCHOLAR  
Current University  
School and/or Department  
Building and/or Street  
City, State, Zip Code

Tel: (000) 000-0000  
Fax: (000) 000-0000  
e-mail: [scholar@univ.edu](mailto:scholar@univ.edu)

**Acknowledgment.** If you wish to acknowledge financial support or other assistance, add a note at the bottom of your title page. You should also include this information when submitting your work via Manuscript Central.

**Abstract.** An abstract of about 200 words and the title of the work go on page 2.

**Keywords.** Include the most relevant keywords below the abstract.

### Introductory Paragraphs

Because AMD seeks empirical studies of poorly understood yet important phenomena, we expect they will be directed by specific research questions and conjectures rather than testing refined hypotheses. Introductory paragraphs should clearly ground the phenomenon and the research question. While this can be done many ways, we encourage this grounding to clearly describe a particular case or instance of the phenomenon, and the context or settings in which it exists. This grounding should also include a statement of the specific research question that guides the study of the phenomenon, why it is important, and how it is addressed in the paper.

### Back Pages

Group references and any appendixes, tables, and figures at the end of your manuscript. Continue your page numbering.

### Headings and Sections

AMD uses only three levels of headings. Use boldface for all three. *Main headings* (all capital letters; centered) are first. *Second-level headings* (title-style letters; flush left) are next. *Third-level headings* (first letter of first word capitalized; indented; italicized; and run into paragraph) are next.

Do not skip steps: no second-level headings before you use a first-level heading, for instance. Use

second- and third-level headings in sets of two or more. Examples:

|                              |             |
|------------------------------|-------------|
| <b>METHODS</b>               | [1st level] |
| <b>Data and Sample</b>       | [2nd level] |
| <b>Measures</b>              | [2nd level] |
| <b>Independent variable.</b> | [3rd level] |
| <b>Dependent variables.</b>  | [3rd level] |

### Footnotes

Use footnotes placed on their respective pages *not* endnotes.

### Language

**Technical terms.** Help your work to be accessible to AMD's wide-ranging readership. Define key technical terms. A technical term is a word or phrase that is not in a general-use dictionary with the meaning you (or even you and other published scholars) ascribe to it. Put quotation marks around the first appearance in your paper of each technical term, or define it.

**Abbreviations.** Avoid using them for the names of concepts. Use ordinary words for variable names—*not* code names or other abbreviations. Use the same name for a variable throughout your text, tables, figures, and appendixes.

Names of organizations and research instruments may be abbreviated, but give the full name the first time you mention one of these. Names of software and some databases may be abbreviated.

**Reporting math.** Do not "talk in math" in regular text. Use words. For instance, "We surveyed 100 employees," *not* "We surveyed  $n = 100$  employees" and "We used a chi-square test to evaluate fit," *not* "We used an  $X^2$  test."

*Do* use symbols and numbers to report results and give formulas. Italicize letters that are customarily italicized (e.g.,  $p$ ,  $r$ ,  $b$ ,  $F$ ,  $Z$ , and so forth). Use boldface italic for vectors. Put spaces on either side of equals signs, minus signs, etc.

**Illustrative results** within text go in parentheses. Introduce them with complete sentences. Example:

One coefficient for the interaction was significant (model 3:  $\beta = 0.06$ ,  $p < .05$ ; model 5:  $\beta = 1.06$ ).

Keep *equations* in your running text unless they contain oversized symbols or division, and/or are very important in your research. Examples:

**Run-in equation**—We used Craig's (1992: 20) distance formula ( $d = xyz$ ).

**Displayed equation**—

$$\Pr(Y_t = y_t, x_t) = \frac{[e^{-\lambda(x_t)} \lambda (X_t)^{y_t}]}{Y_t!}, \quad (1)$$

where  $Y_t$  is . . .

Define each new term in all equations.

**Sexist or biased language.** Avoid language that might be interpreted as denigrating. Do not use "he" or "she" exclusively. Using the plural—changing "the manager . . . he" to "managers . . . they"—is one solution; using "he or she" ("him or her") is another.

**Active voice and first person.** Write in the active voice ("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, or you and your coauthors, did. Examples:

**Passive** (less desirable)—Two items were found to lack factor validity by Earley (1989).

**Active** (more desirable)—Earley (1989) found that two items lacked factor validity.

**Third person** (less desirable)—The author developed three new items.

**First person** (more desirable)—I developed three new items.

**Anthropomorphism.** Do not describe inanimate entities (models, theories, firms, and so forth) as acting in ways only humans can act.

### Appendixes

Present long but essential methodological details, such as the calculation of measures, in an appendix or appendixes. Be concise.

Avoid exact reproductions of surveys.

Label appendixes "APPENDIX A," "APPENDIX B," and so forth. A substantive title, such as "Items in Scales," should follow. Label tables within appendixes "Table A1," "B1," and so forth.

### Tables and Figures

Look at tables and figures in *published* issues of AMD to see preferred formats.

For each table or figure, center "TABLE" or "FIGURE" with a number ("Table 1," "Table 2," etc.) at the top of the page. Put the title under this, also centered and boldface, but in upper- and lower-case letters.

Number tables and figures consecutively (one series for tables, one for figures). Place them at the end of your manuscript, but indicate the position of each in the text as follows:

-----  
 Insert Table 2 about here  
 -----

Each table or figure needs an introductory sentence in your text.

**More on tables.** Use more than one page if needed. Do *not* squeeze material onto one page by shrinking type. Don't use code names and abbreviations. Example:

**Desirable variable name**—Profitability  
**Undesirable variable name**—PRFT

Each table should report one type of analysis (which is identified in the title), and each vertical column and horizontal row should contain only one type of data.

Report only *two decimal places* for all statistics. Place correlation coefficients in the *lower-left corners* of their tables.

Use superscript small letters to designate table footnotes.

A lettered footnote may be used to summarize significance levels:

<sup>a</sup>All values greater than . . . are significant at. . .

Or report significance levels in separate footnotes placed in a stack under your regular table footnotes. Example:

+  $p < .10$   
 \*  $p < .05$   
 \*\*  $p < .01$

**More on figures.** Figures, unlike tables, have graphics. Make sure your figures will print out clearly so that they can be scanned.

Use of color is acceptable and encouraged.

Use the same *full* variable names you use in your text and tables.

## Citations

These are your *in-text*, *in parentheses*, identifications of other research. Every work that has a citation needs to have a corresponding reference (see "References," below). Examples:

**Name and year**—Several studies (Adams, 1994; Bernstein, 1988, 1992; Celas, 2000a, 2000b) support this conclusion.

**Year only**—But Van Dorn and Xavier (2001) presented conflicting evidence.

**Order.** Order citations *alphabetically*. Designate two or more works by one author (or by an identical group of authors) published in the same year by adding "a," "b," and so forth, after the year. See the "name and year" example above.

**Multiple authors.** If a work has two authors, give both names every time you cite it. For *three through six* authors, give all names the first time, then use "et al." in citations. Examples:

**First citation**—(Foster, Whittington, Tucker, Horner, Hubbard, & Grimm, 2000).

**Subsequent citation**—(Foster et al., 2000).

For *seven* or more authors, use "et al." even for the first citation. (But the corresponding reference should give all the names.)

**Page numbers in citations.** Use this format:

Writing a book is "a long and arduous task" (Lee, 1998: 3).

**Citation with no author.** For an article with no author, cite the periodical as author. Example:

**Periodical as author**—Analysts predicted an increase in service jobs (*Wall Street Journal*, 2010).

For reports, handbooks, and the like, cite the "corporate author" that produced them. Example:

**Organization as author**—Analysts predict an increase in service jobs in the *U.S. Industrial Outlook* (U.S. Department of Commerce, 1992).

Such sources can also be identified informally. No corresponding reference will then be needed. Example:

**Informal citation**—According to the 1999 *U.S. Industrial Outlook*, published by the U.S. Department of Commerce, service jobs will increase.

**Electronic sources.** Use a regular citation (author, year) if you can identify an author of one of the types discussed above (human, periodical, or corporate). If not, give the web address that was your source in parentheses. No corresponding reference need be used in the latter case.

## References

References are your entries in the *alphabetical list at the end* of your article. **This list should include only work you have cited.**

**Order.** Alphabetize references by the last name of a sole author, a first author, or an editor, or by the name of a corporate author (for instance, U.S. Census Bureau) or periodical (such as the *Wall Street Journal*) if there is no human author or editor. Order works by an identical author by year of

publication, listing the *earliest first*. If the years of publication are also the same, differentiate entries by adding small letters (“a,” “b,” etc.) after the years. Repeat the author’s name for each entry.

**Books.** Follow this form: Last names, initials (separated by a space). Year. **Title** (Boldface italic, capitalize *only the first letter* of the first word and of the first word after a long dash or colon.) City where published: Name of publisher. (For small U.S. and Canadian cities, follow the name of the city with the postal abbreviation for the state or province; for small cities in other countries, give the full name of the country.) Examples:

Granovetter, M. S. 1965. *Getting a job: A study of contracts and careers*. Chicago: University of Chicago Press.

Kahn, R. L., & Boulding, E. (Eds.). 1964. *Power and conflict in organizations*. Glencoe, IL: Free Press.

Katz, D., & Kahn, R. L. 1978. *The social psychology of organizations* (2nd ed.). New York: Wiley.

National Center for Education Statistics. 1992. *Digest of education statistics*. Washington, DC: National Center for Education Statistics.

**Periodicals.** Follow this form: Authors’ last names, initials. Year. Title (regular type; same single-capital rule as for books). **Name of Periodical** (boldface italic, title-style capitalization), volume number (issue number, *if needed*—see below); page numbers. Examples:

Shrivastava, P. 1995. The role of corporations in achieving ecological sustainability. *Academy of Management Review*, 20: 936–960.

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.)

If an article has no author, the periodical is referenced. Examples:

*BusinessWeek*. 1998. The best B-schools. October 19: 86–94.

*Harvard Business Review*. 2003. How are we doing? 81(4): 3.

**Chapters in books, including annuals.** Follow this form: Authors’ last names, initials. Year. Title of chapter (regular type, single-capital rule. In Editors’ initials and last names (Eds.), **Title of book:** Page numbers. City (same rules as above): Publisher. Examples:

Levitt, B., & March, J. G. 1988. Organizational learning. In W. R. Scott & J. F. Short (Eds.), *Annual review of sociology*, vol. 14: 319–340. Palo Alto, CA: Annual Reviews.

Dutton, J., Bartunek, J., & Gersick, C. 1996. Growing a personal, professional collaboration. In P. Frost & S. Taylor (Eds.), *Rhythms of academic life*: 239–248. London: Sage.

**Unpublished works.** These include working papers, dissertations, and papers presented at meetings. Examples:

Duncan, R. G. 1971. *Multiple decision-making structures in adapting to environmental uncertainty*. Working paper no. 54–71, Northwestern University Graduate School of Management, Evanston, IL.

Smith, M. H. 1980. *A multidimensional approach to individual differences in empathy*. Unpublished doctoral dissertation, University of Texas, Austin.

Wall, J. P. 1983. *Work and nonwork correlates of the career plateau*. Paper presented at the annual meeting of the Academy of Management, Dallas.

**Electronic documents.** Include the author’s name, if known; the full title of the document; the full title of the work it is part of; the ftp, http, or other address; and the date the document was posted or accessed.

## Biographical Sketches and Ancillary Content

Each author of an **accepted** article is asked to submit a biographical sketch of about 50 words. Your sketch should identify where you earned your highest degree, your present affiliation and position, and your current research interests. Each author should include an email address.

Authors of accepted articles will be invited to post short videos that illustrate their discoveries and its significance. Authors also will be encouraged to participate in online conversations about their work using the journal’s online social media tools.

## Thank You

Your attention to the conventions described in this guide will be much appreciated, will increase the likelihood your submission will be favorably reviewed, and will make the work of everyone involved—you, the reviewers, the editors, and the readers—easier. Please contact AMD’s managing editor, Susan Zaid at szaid@aom.org with your questions.