

## STYLE GUIDE FOR AUTHORS

### General Instructions

Any article, note, or dialogue submitted to *AMR* should be prepared according to this style guide and submitted as a **single** Microsoft Word file with all components of the manuscript, excluding the title page and any other author-identifying information. Thus, the file should include the abstract and all end materials, such as references, tables, and figures. Submitted manuscripts should be about 35 double-spaced pages, excluding references, tables, and figures. These lengths are based on 12-pitch or larger Times New Roman font, **double-spaced throughout (including abstract, text, footnotes, appendixes, and references)**, with margins of at least 1 inch. Excessively long manuscripts may be returned without review.

**Footnotes, appendixes, references, tables, and figures should be on separate pages, arranged at the end of the manuscript in the order listed in this sentence.**

For submission details see the Information for Contributors section.

### Abstract

The first page, numbered page 1, should include a one-paragraph detailed abstract of 200 or fewer words. The abstract should describe the purpose of the research, theoretical basis of the hypotheses, analyses, and implications of the findings. The text of the article should begin on page 2. Page numbering should continue through all pages of the manuscript, including footnotes, appendixes, references, tables, and figures.

### Footnotes

Footnotes should be used sparingly. Minimize their use for parenthetical discussion; material that is pertinent often can be integrated into the text. Footnotes should *not* be used for citing references (see References, below). The text for all footnotes should appear at the end of the body of the article.

**At the time an article is accepted for publication**, an unnumbered footnote can be used to acknowledge financial support and/or the assistance of others in preparing the manuscript. In the manuscript the text for this footnote should appear at the bottom of the title page. **Acknowledgments should be included in the letter to the editor during this initial web-based submission process.**

### Headings

*Main or first-level headings* should be used to designate the major sections of the article; three or four main headings should be sufficient for most articles. Initial headings, such as Introduction, are unnecessary. Main headings should be centered on the page and typed in all capitals. They should *not* be underlined. Example:

#### INTERNAL MODELS OF AUTHORITY

*Second-level headings* should be typed flush with the left margin, with major words capitalized. Secondary headings should *not* be underlined. Example:

#### Dependent Model of Authority

*Third-level or paragraph headings* should begin with a standard paragraph indentation and be typed in capital and small letters, with only the initial word capitalized. Paragraph headings should be followed by a period; they should *not* be underlined. Example:

**Task performance.** How hard organization members work on assigned tasks is traditionally understood. . . .

The text should follow on the same line.

### Tables and Figures

Useful tables and figures do not duplicate the text; they supplement and clarify it.

**Tables** are considerably more expensive to prepare for publication than text, so the degree to which they add to the impact of the manuscript should be considered carefully. Tables should be used when data can be presented

more economically in this form than in narrative form. **Columns and rows should be used in tables; any other visual representation should be labeled as a figure.** Tables should be typed, double spaced, on separate pages (one page for each table) from the text. They should be grouped together following the references. Each table should have the word TABLE and its number centered at the top. The table title should be centered on the page directly under the table number. Example:

TABLE 1  
Financial Impact of Profit Sharing

Tables should be numbered consecutively from the beginning to the end of the article. The position of the table in the manuscript should be indicated in the text as follows:

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Insert Table 1 about here  
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Footnotes to tables are of two types:

1. General footnotes that explain the table as a whole, the designations of table columns or rows, or an individual item. All of these should be designated by superscript small letters (a,b,c), with the footnotes for each separate table beginning with <sup>a</sup>.
2. Footnotes used to indicate the level of significance should follow any other footnotes and be designated by one or more asterisks: \* for  $p < .05$ , \*\* for  $p < .01$ , and \*\*\* for  $p < .001$ . Use a dagger symbol (†) for  $p < .10$ .

**Figures** are any illustrations other than tables. Authors should be prepared to supply finished camera-ready artwork for all figures.

Each figure should be sized to fit either a 3¼-inch-wide or a 7½-inch-wide column, and lettering on figures should be in 8-pitch Times Roman font. Each figure should be produced on a separate page, with FIGURE and its number centered above it and a short identifying title (legend) centered underneath the figure number. Example:

FIGURE 1  
Relationship Between Expected Return and Risk Factor

The original artwork for figures should *not* be submitted until after the manuscript has been accepted for publication and has been copy edited.

Figures should be numbered consecutively with arabic numerals and their position in the text indicated as for tables. Example:

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Insert Figure 1 about here  
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## Appendixes

Rarely is there the need to present lengthy but essential methodological details. If necessary, such explanations can be presented in one or more appendixes at the end of the article. This material should be presented in as condensed a form as possible; full sentences are not necessary. No tables should be included in the appendixes. A single appendix should be titled APPENDIX. If more than one appendix is needed, they should be titled APPENDIX A, APPENDIX B, and so on.

## References

An alphabetically ordered list of references, **all of which must be cited in the text**, should be included at the end of the article. References should begin on a separate page headed REFERENCES. Continue the pagination.

Entries in the list of references should be alphabetized by the last name of the author (first author if more than one) or editor, or by the corporate author (U.S. Census Bureau) or periodical name (*Wall Street Journal*) if there is no indication of individual authors or editors. Several references by an identical author (or group of authors) are ordered by year of publication, with the earliest listed first. Multiple references to works by one author or group of authors with the same year of publication should be differentiated with the addition of small letters (a, b, etc.) after the year. Authors' names are repeated for each entry.

**Citations** to references should be designated throughout the text by enclosing the authors' names and the year of the reference in parentheses. Example:

Several studies (Adams, 1974; Brown & Hales, 1975, 1980; Collins, 1976a,b) support this conclusion.

Note the use of alphabetical order and an ampersand in citations.

Page numbers must be included in a citation to provide the exact source of a direct quotation. They should also be used when specific arguments or findings of authors are paraphrased or summarized. Page numbers follow the date of publication given in parentheses and are separated from it by a colon. Example:

Adams has said that writing a book is “a long and arduous task” (1974: 3).

If a work has two authors, cite both names every time the work is cited in the text. If the work has more than two authors, cite all authors the first time the reference occurs; in subsequent citations of the same work, include only the surname of the first author followed by “et al.” (not underlined) and the year. Examples:

Few field studies use random assignment (Franz, Johnson, & Schmidt, 1976).

(first citation)

... even when random assignment is not possible” (Franz et al., 1976: 23).

(subsequent citation)

However, for works with six or more authors, use only the surname of the first author followed by et al. whenever the work is cited.

**Book entries** in the list of references follow this form: Authors’ or Editors’ Last Names, Initials. Year. *Title of book*. City Where Published, State or Country (only if necessary to identify the city; U.S. Postal Service abbreviations should be used for state identification): Name of Publisher. Examples:

Boulding, K. E. 1956. *The image*. Ann Arbor: University of Michigan 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.

U.S. Department of Labor Statistics, 1976–1983. *Employment and earnings*. Washington, DC: U.S. Government Printing Office.

**Periodical entries** follow this form: Authors’ Last Names, Initials. Year. Title of article or paper. *Name of Periodical*, volume number (issue number): page numbers. Examples:

Fry, L. W., & Slocum, J. W., Jr. 1984. Technology, structure, and workgroup effectiveness: A test of a contingency model. *Academy of Management Journal*, 27: 221–246.

Goggin, W. C. 1974. How the multidimensional structure works at Dow Corning. *Harvard Business Review*, 55(1): 54–65.

Murray, T. J. 1987. Bitter survivors. *Business Month*, May: 28–31.

**The issue number should be included only if the periodical’s pages are not numbered consecutively throughout the volume—that is, if each issue begins with page 1.**

If a periodical article has no author, the name of the periodical should be treated like a corporate author, both in the citation and in the references. For example:

There is fear that Social Security rates may rise (*Wall Street Journal*, 1984).

*Wall Street Journal*. 1984. Inflation rate may cause Social Security increase. September 24: 14.

*Business Week*. 1991. The quality imperative: What it takes to win for the global economy. October 25(Special Issue): 1–216.

**Chapters in books** follow this form: Authors’ Last Names, Initials. Year. Title of chapter (in lower-case letters except for the first word and first word after a colon). In Editors’ Initials and Last Names (Eds.), *Title of book*: page numbers. City Where Published, State or Country (only if necessary to identify the city): Name of Publisher. Examples:

Berg, N. A. 1973. Corporate role in diversified companies. In B. Taylor & I. MacMillan (Eds.), *Business policy: Teaching and research*: 298–347. New York: Wiley.

Roberts, F. S. 1976. Strategy for the energy crisis: The case of commuter transportation policy. In R. Axelrod (Ed.), *Structure of decision*: 142–179. Princeton, NJ: Princeton University Press.

Sitkin, S. B. In press. Secrecy norms in organizational settings. In L. D. Browning (Ed.), *Conceptual frontiers in organizational communication*. Albany: State University of New York Press.

**Unpublished papers, dissertations, and presented papers** should be listed in the references using the following formats:

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.

Bartlett, C. A. 1986b. *Kentucky Fried Chicken (Japan) Limited*. Case No. 9-387-043. Boston: Harvard Business School Case Services.

**Proceedings, published reports and works from a university, special editions, and monographs** should be listed in the references in the following formats:

Deutsch, M. 1962. Cooperation and trust: Some theoretical notes. *Nebraska Symposium on Motivation*: 275–320. Lincoln: Nebraska University Press.

Hannan, M. T. 1986. *Competitive and institutional processes in organizational ecology*. Technical report No. 86-13. Ithaca, NY: Cornell University, Department of Sociology.

Deming, W. E. 1986. *Out of crisis*. Cambridge, MA: Massachusetts Institute of Technology, Center for Advanced Engineering Study.

Lebeck, M., & Voorhees, B. 1984. *Laws of thought*. Monograph No. 84-101. Lexington, MA: Lexington Institute.

**Materials accessed on the web** should be listed in the references in the following formats, as appropriate:

Bernstam, M. S., & Rabushka, A. 2000. From predation to prosperity: Breaking up enterprise network socialism in Russia. <http://www.russiaeconomy.org/predation.html>. Stanford, CA: Hoover Institution.

Brown, J. 2000. SDMI cracked! *Salon.com*. [http://www.salon.com/tech/log/2000/10/12/sdmi\\_hacked/](http://www.salon.com/tech/log/2000/10/12/sdmi_hacked/), October 12.

CDM. 1999. *Computer Design Marine home page*. <http://www.curran.com.au/>, first accessed June 1999.

SDMI. 2000. *An open letter to the digital community*. [http://www.sdmi.org/pr/OL\\_Sept\\_6\\_2000\\_PR.htm](http://www.sdmi.org/pr/OL_Sept_6_2000_PR.htm), September 6.

*The Wizard fkap*. 2000. Have hackers broken the SDMI code? <http://www.wizardfkap.com/page6.html#results>, October 20 (originally reported October 13).

### Biographical Sketches

At the time an article is accepted for publication, a brief biographical sketch of 50 or fewer

words should be submitted for each author. It should include where each author's highest degree was earned, current affiliation and title, and current research interests. For example:

**Andrea Barber** is an associate professor of management and Director of the Management Improvement Center at Famous University, Oxbridge, Ohio. She received her Ph.D. from the University of Wisconsin. Her current research interests include dual-career families and sociotechnical systems in organizations.

### Avoidance of Sexist and Other Biased Language

Authors must avoid terms or usages that are or may be interpreted as denigrating to ethnic or other groups. Authors should be particularly careful in dealing with gender, where long-established customs (e.g., “usually if the employee is given an opportunity, *he* will make the right choice”) can imply the acceptance of inequality where none exists. Using plural pronouns (e.g., changing the “client . . . he” to “clients . . . they”) is preferred by Academy publications. If this is not possible, the phrase “he or she” can and should be used.

### Other Usage

Authors should use first person and active voice if they do not dominate the communication. **Authors also should avoid anthropomorphic language.** Vigorous, direct, clear, and concise communication should be the objective of all articles in Academy journals.