

Academy of Management Journal STYLE GUIDE FOR AUTHORS

This document, the "Style Guide for Authors," covers the *format and language* to use for *AMJ* submissions. "Information for Contributors" (front of each issue and <http://www.aom.pace.edu/amj/submission.html>) covers their length and content.

For "Style Guide for Authors" on the Web, see http://aom.pace.edu/amjnew/style_guide.html.

Manuscript Submission and Format

Submit manuscripts to *AMJ*'s online submission and review Web site, Manuscript Central, at <http://mc.manuscriptcentral.com/amj> (see "Instructions for Electronic Submission," <http://aom.pace.edu/amj/electronic.html>).

Please use Times Roman 12-point type and the 8½ × 11 page setting; place page numbers in the upper right corner; and leave top and side margins of at least one inch.

Publication

Accepted papers are copy-edited and retyped. Authors review edits and proofread their work. *AMJ*'s copy editor-production manager will contact you after the editor assigns your work to an issue. Expect some time lag between acceptance and this contact.

If your work is accepted, please keep the editor (amjdi@mays.tamu.edu) and the copy editor (pdoliner@twcny.rr.com) informed of changes in your contact information 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

Acknowledgment. If you wish to acknowledge financial support or other assistance, add a note at the bottom of page 1, your title page.

Abstract. An abstract of no more than 100 words and the title of the work go on page 2.

Back Pages

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

Headings and Sections

AMJ uses only three levels of headings. Use bold-face 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.

Don't 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:

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

Footnotes

Use footnotes, *not* endnotes.

Hypotheses

Fully and separately state each hypothesis you tested separately. Give it a distinct number (Hypothesis 1) or number-letter (Hypothesis 1a) label. Set hypotheses off in indented blocks, in italic type. Examples:

Hypothesis 1a. Concise writing has a positive relationship to publication.

*Hypothesis 1b. Following *AMJ*'s "Style Guide for Authors" has a positive relationship to publication.*

Language

Technical terms. Help your work to be accessible to *AMJ*'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 a χ^2 test.”

Do use symbols and numbers to report results and give formulas. Italicize letters that are customarily italicized (p , r , b , F , Z , and so forth). Use boldface italic for vectors. Put spaces around 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 *AMJ* to see preferred formats.

For each table or figure, center “TABLE” or “FIGURE” with a number (“1,” “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:

^a 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.

Do not use color.

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*, 1999).

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 or research note. 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

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. The first author should include an e-mail address, which is optional for the other authors.

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 copy editor–production manager Persephone Doliner at *pdoliner@twcnv.r.com* with your queries on *AMJ's* style.

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. Manuscripts submitted for consideration as *AMR* notes should be about 20 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 2, should include a one-paragraph detailed abstract of 75 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 3. 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:

Insert Table 1 about here

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 ^a.
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:

Insert Figure 1 about here

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/, 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, 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.