

Journal of Management & Organization

The **Journal of Management & Organization** (JMO) invites submission of papers and articles, within its 'Aims and scope', for peer review, especially if empirically rigorous, conceptually original and innovative. Selection of papers and case studies for publication will be based on relevance, clarity, topicality, individuality and interest to academics and practitioners.

JMO publishes six general editions per year. Prospective contributors are reminded that JMO offers significant advantages:

- Timely review and publication;
- High calibre editorial board offering double blind peer review;
- Distribution, as an Academy journal, to all ANZAM members;
- High circulation due to professional publishing service and SSCI listing;
- Publication of research that makes a difference to practice;
- Publication of latest developments in management education and learning.

In addition to academic merit, novelty and integrity, criteria for selection are that articles are relevant, concise, informative and useful to readers of the Journal.

JMO does not ordinarily publish more than one article per author per volume, unless multiple authorship is involved.

Aims and scope

JMO is an international peer-reviewed journal for timely publication of research, scholarship, educational and practitioner perspectives on management-related themes and topics. It aims to provide global perspectives on management and organizations of benefit to scholars, educators, students, practitioners, policy-makers and consultants worldwide.

JMO publishes articles from across the management discipline, featuring original articles which inform management research and practice from outside the discipline - such as from psychology, education, political science, sociology, statistics and research design.

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Submission criteria

Articles should conform with the [aims and scope](#) of the journal and be approximately **6000 to 8000 words in length and double-spaced**, exclusive of References, Appendices, Tables and Figures. Shorter or longer articles of exceptional quality may be considered but should not be submitted until after discussion with the Editor.

The language of the journal is English. Manuscripts not conforming to high quality written formal English standards as judged by a Native English speaking management academic will be desk rejected (not sent out for review). Authors, particularly those whose first language is not English, may wish to have their English-language manuscripts checked by a native speaker before submission. We list a number of third-party services specialising in language editing and/or translation, and suggest that authors contact as appropriate: <http://journals.cambridge.org/action/stream?pageId=8728&level=2&menu=Authors&pageId=3608>

Please note that the use of any of these services is voluntary, and at the author's own expense. Use of these services does not guarantee that the manuscript will be accepted for publication, nor does it restrict the author to submitting to a Cambridge published journal.

Manuscripts must conform to the style of the Publication Manual of the **American Psychological Association, 6th Edition**, available at:

<http://www.apastyle.org/manual/whats-new.aspx>

All references must be complete and accurate. Figures and Tables must not appear in the main text and must be presented on separate pages after the reference list. Only Helvetica, Arial or Times New Roman fonts should be used. Font size for main text is 12 point.

Manuscripts undergo a **double blind** reviewing process and thus submitted manuscripts should not provide any indication of author identity. All identifying information (e.g., author information, and acknowledgements should be submitted on a separate title page) should be loaded as a secondary document uploaded as "Supplementary Material Not for Review".

Submission procedure

All articles should be submitted through ScholarOne Manuscripts at <http://mc.manuscriptcentral.com/jmo>. All manuscripts will be automatically converted into a PDF and an HTML proof by the system prior to sending them out for review. To assure anonymous review, authors should not identify themselves, directly or indirectly, in any parts of the manuscript except for the cover page and the author biographies.

To submit a paper you will need to enter into Scholar One:

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- Up to five keywords describing the core concepts of your paper
- All authors' names, affiliations and correct email and postal addresses.
- A cover letter in which you outline the key contribution of the paper and how it aligns with the scope and aims of Journal of Management & Organization.
- You will need to upload the main paper that should include the title and then start with the introduction. The title and the abstract will be automatically added as a separate page to the front of the file that is made available to reviewers. The file for review should include: title of the manuscript, article text, references, figures, and tables in that order, as one document.
- Material that is typically included in a title page (author information, affiliation etc) may be provided in a second document that can be uploaded and should be labelled as "Supplementary Material Not for Review".

Resubmitting manuscripts

The above requirements also apply to authors resubmitting revised manuscripts. Peer review recommendations are to be addressed and incorporated by authors before submitting.

It is important that authors re-submitting revised manuscripts indicate how they have addressed the referees' comments, either in summary form at the head of their revised manuscript or as a supplementary file that has does not contain identifying information (see step 3 above). This information will assist further assessment by the original reviewers before the manuscript can proceed to publication.

These requirements also apply to authors returning revised versions of manuscripts which have been accepted with minor revision.

The Editors reserve the right to make editorial and literary corrections.

Minimising a desk reject

- Follow the referencing style in the **Publication Manual of the American Psychological Association, 6th Edition**, available at: <http://www.apastyle.org/manual/whats-new.aspx>
- Ensure written English is of a high standard and all grammatical and spelling errors are corrected. Employ a professional Native English speaking copy-editor if necessary to polish your manuscript before submission.
- Follow appropriate standards for academic writing.
- Ensure you have included an abstract.
- Make sure you have removed all personal and identifying information from your manuscript including acknowledgements
- Ensure all references are accurate and that citations in text are in reference list and vice versa.
- Ensure ideas of others are properly acknowledged with citations. Submitted manuscripts are regularly checked through Turnitin for plagiarism.
- Avoid language that might be interpreted as denigrating to ethnic or other groups. Do not use 'he' as a generic pronoun to avoid implying gender-based discrimination. Using plural pronouns - changing 'the manager . . . he' to 'managers . . . they' - usually helps.

Style

Follow the referencing style in the Publication Manual of the American Psychological Association, 6th Edition, available at: <http://www.apastyle.org/manual/whats-new.aspx>

Tables and Figure graphics

For a general guide please see Cambridge's guide for artwork/figures:
<http://journals.cambridge.org/artworkguide>

- Each table or figure should have a sentence in your text that introduces it. Useful tables and figures do not duplicate the text or each other. Carefully consider what each table or figure adds to your work. Follow the APA Manual in formatting tables and figures.
- Tables should remain editable after inserting at the end of the file. Create tables with Word's table-creation tool or in Excel and copy/paste into the text file as an Excel Worksheet Object.
- Do not convert tables or graphics into picture/bitmap formats.
- Important: Artwork labels (such as axes labels or legends, etc) are to use minimal capitalisation, and appear using only bold, roman or italic Helvetica, Arial or Times New Roman fonts, otherwise distortion occurs.
- Artwork must be suitable for immediate BLACK and WHITE reproduction (do not use similar colours), because it will not be redrawn.
- Use more than one page if needed for Tables to achieve a neat, readable presentation. Do not use code names and abbreviations, eg Use 'Profitability' not 'PRFT'.
- Each table should report one type of analysis (identified by its title), and each column and row should contain only one type of data. Place labels across the top or down the side. The body of your table should contain only data. Report only two decimal places for statistics. Place correlation coefficients in the lower-left corner.
- For general footnotes to tables, use superscript small letters. For 'p' footnotes, use asterisks. These go under the general table footnotes. Always use a single asterisk for the .05 level. Example: * $p < .05$; ** $p < .01$

Language

'English' or 'American' spellings are acceptable, provided they are used consistently. Translation of articles from other languages into English is encouraged and must be provided by professional translators.

Technical terms

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

Abbreviations

Avoid using abbreviations 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 appendices. Names of organizations and research instruments may be abbreviated, but give the full name (with abbreviation in brackets) the first time you mention one of these.

Reporting mathematics

Do not 'talk in maths language' 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 mathematical symbols and numbers to provide illustrative results and formulas. In both, italicize letters that are customarily italicized, such as p , r , F , and Z . Use boldface italic for vectors. Put spaces around equals signs and other operators.

Sexist or biased language

Avoid language that might be interpreted as denigrating to ethnic or other groups. Do not use 'he' as a generic pronoun to avoid implying gender-based discrimination. Using plural pronouns - changing 'the manager . . . he' to 'managers . . . they' - usually helps.

Anthropomorphism

Avoid describing inanimate entities (models, theories, firms, and so forth) as acting in ways only humans can act.

Hypotheses

Should be fully and separately stated, with a distinct number (Hypothesis 1) or number-letter (Hypothesis 1a) label. Display hypotheses in indented blocks, in italic type, as follows:

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

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

Appendixes

Present long but essential methodological details, such as explanations of the calculation of measures, in an appendix or appendixes. Be concise. Avoid unusual formats (such as reproductions of surveys). Look at previously published, hard-copy JANZAMs for models.

Label multiple appendixes '**APPENDIX A**,' '**B**,' and so forth, followed by a substantive title, such as 'Items in Scales'. Label tables within appendixes '**TABLE A1**,' '**B1**,' and so forth.

Footnotes

Should be used sparingly, and not used to cite references. Place at the bottom of the page to which it pertains. Use sparingly. Place each at the bottom of the page it pertains to.

Photographs

Please see Cambridge's guide for artwork/figures:

<http://journals.cambridge.org/artworkguide>

Supplementary Files

Supplementary materials are not copy edited or typeset but are loaded to CJO in exactly the format supplied by authors. Supplementary material must be submitted at the same time as your article and must be clearly identified to distinguish it from the main article text.

Citations

These are your *in-text*, *in parentheses*, *identifications* of publications. Every work that has a citation needs to have a corresponding reference at the end of your paper (see 'References' below).

Examples:

Single author:

Name-year citation - Several studies (Adams 1994; Bernstein 1988, 1992; Celas 2000a, 2000b) support this conclusion. Group names in *alphabetical order*. Note: 2 or more works published in the same year by one author (or by an *identical* group of authors) are designated by 'a', 'b', and so forth, after the year.

Year-only citation - But Van Dorn and Xavier (2001) presented conflicting evidence.

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

First citation - Few field studies use random assignment (Foster, Whittington, Tucker, Horner, Hubbard & Grimm 2000).

Subsequent citations - ... even when random assignment is not possible (Foster et al 2000). For *seven* or more authors, use 'et al' even for the first citation. (NOTE: the corresponding reference at the end of the paper should list all authors.)

Second-level citation:

(Anderson & Adams (1992) in Border and Chism (1992)) - see Referencing format.

Quotations: Cite page numbers for direct quotations. Example:

Short quotation - Lee has said that writing a book is 'a long and arduous task' (1998: 3). Note single quotes.

Put long quotations (five lines or more) in indented blocks, in *Italics*, *without* quotation marks.

No author? Cite the periodical or organization.

Periodical as author - Analysts predicted an increase in service jobs (*Australian Financial Review* 1999).

Corporate author - Analysts predict an increase in service jobs in the *NZ Industrial Outlook* (Statistics New Zealand 2004).

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

Informal citation - According to the 2004 *NZ Industrial Outlook*, published by Statistics New Zealand, service jobs will increase.

Electronic sources: Use a regular citation (author, year) if you can identify a human, periodical, or corporate author. If not, give the Web address that was your source in parentheses. In the latter case only, no corresponding reference need be provided.

References

A list headed 'References' and comprising full details of all sources should be provided at the end of your article. The list should contain only work you have cited in-text and should be in alphabetical order by first author's surname. For corporate authors and periodicals, alphabetize by the first substantive word (*not* by 'the').

List the *earliest* work by an author *first*. Differentiate works by the same author(s) from the same year by adding 'a,' 'b,' etc, after the years. Repeat the author's name for each entry.

Journal articles and periodicals

Each Journal reference must include author surname(s) and initials, year of publication, full title of article, full name of journal, volume and (optional) issue numbers, and page range (in full) of the article:

Jackson SE and Schuler RS (1995) Understanding human resource management in the context of organisations and their environment, in Rosenzweig MR and Porter LW (Eds), *Annual Review of Psychology*, pp.237-264.

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

Teo S (2000) Evidence of strategic HRM linkages in eleven Australian corporatized public sector organisations, *Public Personnel Management* 20(4): 557-574.

If an article has no author, the periodical is the author:

BusinessWeek (1998) The Best B-schools. October 19: 86 -94.

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

Books

Each reference must include author(s) last names and initials (commas only where indicated), year of publication (in brackets), book title (in *Italics*), publisher, city of publication, and if appropriate, page numbers:

Anderson JA and Adams M (1992) Acknowledging the learning styles of diverse student populations: Implication for instructional design, in Border LLB and Chism NVN (Eds) *Teaching for diversity: New directions for teaching and learning*, 49: 19-34, Jossey Bass, San Francisco. [Note: Book series]

Ashkanasy NM, Härtel CEJ and Zerbe WJ (Eds) (2000) *Emotions in the Workplace: Research, Theory, and Practice*, Quorum Books, Westport CT.

Dutton J, Bartunek J and Gersick C (1996) Growing a personal, professional collaboration, in Frost P and Taylor S (Eds) *Rhythms of academic life*, pp.239-248, Sage, London.

Greene WH (1993) *Econometric analysis* 2nd edn. Macmillan, New York.

Legge K (1995) *Human resource management: Rhetorics and reality*, Macmillan, London UK.

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

Rugman AM, Kirton J and Soloway J (1999) *Environmental regulations and corporate strategy: A NAFTA perspective*, Oxford University Press, Oxford.

Wonderlic & Associates (1983) *Wonderlic personnel test manual*. Wonderlic & Associates, Northfield IL.

Chapters in edited books and journals

Brenner SN (1995) Stakeholder theory of the firm: Its consistency with current management techniques, in Nasi J (Ed) *Understanding stakeholder thinking*, pp.75-96, LSR-Julkaisut Oy, Helsinki.

Guion RM (1992) Personnel assessment, selection, and placement, in Dunnette MD and Hough LM (Eds) *Handbook of industrial and organizational psychology* 2nd edn, 2: 327-397. Consulting Psychologists Press, Palo Alto CA.

Levitt B and March JG (1988) Organizational learning, in Scott WR and Short JF (Eds) *Annual Review of Sociology* 14: 319-340, Annual Reviews, Palo Alto CA.

Piore MJ (1992) Work, Labour and Action: Work Experience in a System of Flexible Production, in Kochan TA and Useem M (Eds) *Transforming Organisations*, pp.307-319, Oxford University Press, Oxford.

Reports, Theses, Symposia and Conference papers (published and unpublished)

Duncan RG (1971) Multiple decision-making structures in adapting to environmental uncertainty. Working Paper No. 54-71, Northwestern University Graduate School of Management, Evanston IL.

Hamer GA (1993) *The use of technology to deliver higher education in the workplace*. Occasional Paper Series, Department of Education, Training and Youth Affairs, Higher Education Division, Canberra.

Johnson R, Lundin R and Chippendale P (1992) Changing patterns of teaching and learning: The use and potential of distance education materials and methods. *Commissioned Report No 19*, Australian Higher Education National Board of Management, Education and Training, Canberra.

Marginson P, Armstrong P, Edwards P, Purcell J and Hubbard N (1993) *The control of industrial relations in large companies: An initial analysis of the second company level industrial relations survey*, Industrial Relations Research Unit, Warwick.

Paris C and Combs B (2000) *Teachers' perspectives on what it means to be learner-centered*. Proceedings of the Annual Meeting of the American Education Research Association (AERA), 24-28 April, AERA, New Orleans LA.

Teixeira SR, Chamala S and Cowan T (2001) 'Participatory approach to identify sustainable dairy industry needs', in Exploring Beyond the Boundaries of Extension, Australia-Pacific Extension Network International Conference, 03-05 October 2001, University of Southern Queensland, Toowoomba.

Veldhoven M van (1996) 'Psychosociale arbeidsbelasting en werkstress' [Psychosocial job demands and work stress]. Unpublished doctoral dissertation, University of Groningen, The Netherlands.

Wall JP (1983) 'Work and nonwork correlates of the career plateau'. Paper presented at the Annual Meeting of the Academy of Management, Dallas.

Electronic documents (registered publications or otherwise)

Internet citations should indicate the date information was accessed as well as the date of the website material. Example:

Ernst & Young (2004d) *Ernst & Young's Entrepreneur of the Year program*, accessed at [http://www.ey.com/global.nsf/International/EGC - Entrepreneur of the Year](http://www.ey.com/global.nsf/International/EGC_-_Entrepreneur_of_the_Year) on 05 April 2004.

International Chamber of Commerce (1991) *The business charter for sustainable development*, accessed at <http://www.iccwbo.org/sdcharter/charter/principles/principles.asp> on 12 January 2000.

Opportunity International (2004a) Annual Report 2002: Highlights, accessed at <http://www.opportunity.org.au/article/articleview/208/1/6> on 07 April 2004.

Tips for getting published

Tips on writing a scholarly journal article

1. If you are not a native English speaker, get a native English speaker to copyedit your manuscript before submission.
2. Become familiar with what a high quality journal article submission is like by reading other JMO articles and articles in other leading management journals (e.g., Academy of Management Journal).
3. Read the material on how to write scientific articles in the Publication Manual of the American Psychological Association, Sixth Edition.
4. Ensure you follow to the letter a journal's editorial instructions. JMO articles must be prepared in accordance with APA style as outlined in the **Publication Manual of the American Psychological Association, 6th Edition** available at http://journals.aomonline.org/amj/style_guide.html.
5. Put sentences in the active voice ('I did it'; 'They did it') instead of the passive voice ('It was done', 'were found') to make it easy for readers to see who did what.
6. Use the first person ('I' or 'we') to describe what you, or you and your coauthors, did. Avoid use of the third person ('The author').
7. Avoid anthropomorphism or describing inanimate entities (models, theories, firms, and so forth) as acting in ways only humans can act.

Tips on dealing with common method bias

- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. 2003. Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88: 879-903.
- David Kenny's website: <http://davidakenny.net/cm/mediate.htm>

Tips on writing a theoretical article

- Barley, S. R. 2006. When I write my masterpiece: Thoughts on what makes a paper interesting. *Academy of Management Journal*, 49: 16-20.

Tips on making a theoretical contribution

- Colquitt, J. A., & Zapata-Phelan, C. P. 2007. Trends in theory building and theory testing: A five-decade study of *Academy of Management Journal*. *Academy of Management Journal*, 50: 1281-1303.
- Corley, K. G. & Gioia, D. A. 2011. Building theory about theory building: What constitutes a theoretical contribution? *The Academy of Management Review*, 36: 12-32.

Tips on writing up qualitative research

- Pratt, M. G. Pratt. 2009. For the lack of a boilerplate: Tips on writing up (and reviewing) qualitative research. *Academy of Management Journal*, 52: 856-862.
- Suddaby, R. 2006. What grounded theory is not. *Academy of Management Journal*, 49: 633-642.

Tips on ensuring your manuscript meets the criteria for a 'new' submission

- Ireland, R. D. 2009. When Is a "New" Paper Really New? *Academy of Management Journal*, 52: 9-10.

Tips on responding to reviewers

- Seibert, S. E. 2006. Anatomy of an R&R (or Reviewers are an Author's Best Friends ...). *Academy of Management Journal*, 49: 203-207.

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