



# Management and Organization Review

## EDITORIAL STATEMENT

*Management and Organization Review* (MOR) aims to be the premier journal for advancing our knowledge of management and organizations in China and other emerging economies. It is a multidisciplinary journal rooted in the behavioral and social sciences underlying management research, broadly defined. MOR seeks to publish research from diverse social science disciplines such as organization behavior, organization theory, strategic management, economics, economic geography, innovation theories, anthropology, political science, political, cross-cultural, and social psychology, international business, sociology, cognitive science, and institutional theory.

MOR aspires to attract papers that challenge themselves not only to be methodologically sound but substantively contributing to our understanding of phenomena that are new to the literature and relevant to China or emerging economies. Papers published in MOR can focus on all types of organizations such as firms, academic, educational, and cultural institutions, not for profits, NGOs, governmental organizations, and State Owned Enterprises.

MOR has an inclusive disciplinary and methodological philosophy and welcomes research at all levels of analysis, such as individual, group, organization, industry, institution, economic systems, international business, and societal cultural studies. MOR editors are especially interested in attracting and publishing forward-looking papers that break new ground, rather than papers that make incremental contributions, as well as papers that elucidate indigenous management theories. MOR is open to diverse rigorously executed social science research methodologies including qualitative research, surveys, archival and historical analyses, content analysis, laboratory experiments, simulations, and computational methods, as well as papers that synthesize or translate theories and empirical research that make research accessible to scholars outside of disciplinary sub-fields.

The editors recognize that important new insights are often discovered at the intersection of established theories, research methods, and specific research questions. When considering papers submitted to MOR the editors consider these questions: Does it fall within the domain of MOR? Does it offer fresh insights? Does it tell an interesting story? Is it methodologically competent? And does the evidence or logic substantiate the conclusions?

To enrich scholarly discourse and promote theoretical innovation, MOR will occasionally publish "Perspective" papers that direct attention to new important evidence-based phenomenon or that redirect or shut down a line of research. Perspective papers will be reviewed in the same way as all other papers published in MOR. In addition, "Momentum" is a special editorial area intended to break ground for the future, revisit past debates, and capture and highlight important current issues in management and globalization. It features essays and interviews designed to stimulate and engage vibrant Dialog, Debates, and Discourse in the scholarly community.

## **AUTHOR SUBMISSION GUIDELINES**

### **Online Submission**

Please submit manuscripts online through the MOR ScholarOne Manuscripts site at <http://mc.manuscriptcentral.com/mor>.

### **Manuscript Format**

Manuscripts must be double-spaced throughout (this includes notes and references) with all margins at least one inch and no more than 40 pages. The first page of the manuscript should include a title, an informative abstract of no more than 200 words, and three to five keywords or phrases. References must be listed alphabetically. All tables and figures should be at the end of the manuscript, after the references.

### **Editorial Review Process**

*Management and Organization Review* has a decentralized editorial structure composed of Senior Editors and an Editorial Review Board committed to working with authors to develop interesting ideas into publishable papers. Each Senior Editor has the autonomy to accept or reject a paper for publication or to request that the author revise and resubmit the paper. The decisions of Senior Editors are binding on the journal.

MOR is committed to provide in-depth, constructive, and insightful reviews. Therefore, authors are invited to nominate two Senior Editors who are best suited to oversee the review of the paper. Prior to nominating two Senior Editors please review the list of Senior Editors and their research interests. Feel free to review their personal web sites. The Editor in Chief will make the assignment of the Senior Editor. In addition, authors are invited to nominate up to four reviewers (with suitable expertise and no conflict of interest with the author(s) as potential reviewers for the paper being reviewed). *Management and Organization Review* will make every effort to select one author-nominated reviewer. Manuscripts are reviewed in a double-blind process by at least two reviewers. The Senior Editor integrates his or her independent evaluation with those of the reviewers to provide guidelines for revising the paper when it is considered suitable for potential publication in *MOR* or reasons for why the paper is not suitable for publication in *Management and Organization Review*.

To maximize the match between the research reported in the paper, it is important that authors give careful thought to the nomination of the two Senior Editors and ad-hoc reviewers.

The guidelines provided to reviewers are available on the MOR web page ([www.iacmr.org](http://www.iacmr.org)). Authors are encouraged to read these guidelines so that they are aware of MOR reviewers' expectations.

### **Open Access**

Please visit <http://journals.cambridge.org/openaccess> for information on our open access policies, compliance with major funding bodies, and guidelines on depositing your manuscript in an institutional repository.

## Questions

Please send any questions regarding the submission or review process to Tina Minchella ([tina.minchella@asu.edu](mailto:tina.minchella@asu.edu)), the Managing Editor for *Management and Organization Review*.

## STYLE GUIDELINES

Please note that failure to follow the style guidelines may result in the return of your manuscript for reformatting before it is considered as a submission.

Authors, particularly those whose first language is not English, may wish to have their English-language manuscripts checked by a native speaker before submission. This is optional, but may help to ensure that the academic content of the paper is fully understood by the editor and any reviewers. 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.

## 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 expressed in simple, direct language. Excessive references are not helpful. Cite only the most representative and authoritative sources to support your points.
3. The separate title 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 first page of the manuscript 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 two 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. Tertiary headings should be italicized with the first letter of the first word capitalized. All headings should be left justified.

7. Organize the manuscript into the following 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. However, be sure to avoid any phrasing that may reveal your identity and compromise the blind peer review process. For example, when self-referencing, write ‘In Smith (2000), results showed . . .’ DO NOT write ‘In my previous research (Smith, 2000), results showed . . .’ or ‘The author’s previous research (Smith, 2000) revealed . . .’

9. If required, use notes and not endnotes or footnotes. See section on ‘Notes’ in this document for more information on the preparation of notes.

10. A separate acknowledgements document should identify the source of financial grants and other funding as well as the contribution of colleagues or institutions. Please note that this information should not be included in the main manuscript document to ensure the blind review process is not compromised. Once a paper has been accepted or conditionally accepted and is past the blind review process, acknowledgements will be included as the first entry in the **NOTES** section. The numbered notes (e.g., [1]) begin after the acknowledgements.

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.

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:

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INSERT TABLE I ABOUT HERE

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4. Should your paper be accepted for publication, please ensure that all figures are of a suitable quality and resolution to be printed. Do not embed graphics in the Word document – they must be supplied in separate files, one file per figure. Full information on how to prepare and supply your figures can be found at the following address: <http://www.journals.cambridge.org/artworkguide>.

5. Charges apply for all colour figures that appear in the print version of the journal. At the time of submission, contributors should clearly state whether their figures should appear in colour in the online version only, or whether they should appear in colour online *and* in the print version. There is no charge for including colour figures in the online version of the Journal but it must be clear that colour is needed to enhance the meaning of the figure, rather than simply being for aesthetic purposes. If you request colour figures in the printed version, you will be contacted by CCC-Rightslink who are acting on our behalf to collect Author Charges. Please follow their instructions in order to avoid any delay in the publication of your article.

6. Avoid “stacking” – write all words horizontally, not vertically.

7. Use tabs, not spaces, to separate data points in tables.

8. 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.

9. Data entries in tables should be restricted to two decimal places.

10. 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 integrate 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 date in parentheses, e.g., (Mintzberg, 1985).

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: 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, e.g., (Meyer & Lu, 2004).

6. References with three to six authors should be listed in full in the first appearance of the citation in the text, e.g., (Weber, Ames, & Blais, 2005). Use the last name of the first author and “et al.” in all its subsequent appearances in the text, e.g., (Weber et al., 2005).

7. For seven or more authors, use “et al.” even for the first citation. (Note: the matching reference should give all the authors.)

## Notes

In general, MOR discourages the use of notes as essential information should be included in the body of the paper. If Notes are required, however, they should be provided on a separate page immediately following the text and before the REFERENCES under the heading NOTES. Notes should be numbered in the list and referred to in the text with consecutive, superscript Arabic numerals. Please see articles in past issues of MOR for examples of notes. When using notes, please type the notes as a continuation of the main body text and avoid using Word's endnote or footnote reference tools.

## References

Cite the names of all authors. Do not use *ibid* or *op cit*. References should be listed alphabetically by author and be placed 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.

We recommend the use of a tool such as EndNote or Reference Manager for reference management and formatting. EndNote reference styles can be searched for here: <http://www.endnote.com/support/enstyles.asp> Reference Manager reference styles can be searched for here: <http://www.refman.com/support/rmstyles.asp>

1. Journal references should be listed as follows:

Meyer, M. W., & Lu, X. 2005. Managing indefinite boundaries: The strategy and structure of a Chinese business firm. *Management and Organization Review*, 1(1): 57–86. Nonaka, I. 1991.

The knowledge-creating company. *Harvard Business Review*, 69(6): 96-104.

Please always include an issue number in parentheses after the volume number to help facilitate other researchers seeking to find your references.

2. Book references should be listed as follows:

Law, J. 1994. *Organizing modernity*. Oxford: Blackwell Publishing.

Shapira, Z. (Ed.) 1997. *Organizational decision making*. Cambridge: Cambridge University Press.

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. Articles used from online sources should appear as follows:

Hofstede, G. 2003. Hofstede Scores: China. *Geert Hofstede Cultural Dimensions*. [Cited 10 March 2006.] Available from URL: [http://www.geert-hofstede.com/hofstede\\_china.shtml](http://www.geert-hofstede.com/hofstede_china.shtml).

## **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 and to ensure blind reviews, 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.

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