



ANPAD ACADEMIC JOURNALS DEPARTMENT

SUBMISSION MANUAL

BAR - BRAZILIAN ADMINISTRATION REVIEW

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INTRODUCTION

Since August 1st, 2005, ANPAD's Department of Academic Journals adopts the American Psychological Association (APA) guidelines for citations and references in papers published in **BAR – Brazilian Administration Review**. If you have questions or experience difficulties with the submission process, please contact us at: bar@anpad.org.br

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<https://bar.anpad.org.br>

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PUBLICATION GUIDELINES

BAR - Brazilian Administration Review is the flagship journal of ANPAD (The Brazilian Academy of Management, www.anpad.org.br) dedicated to the international community. Its mission is to contribute to deeper understanding of theories in administration, management, and organizations, and their implications for practice. BAR will achieve its mission by means of a world-class editorial process from document review to publication, by welcoming radical contributions to theory development or to the understanding of theories in particular contexts, and by disseminating studies developed in all regions of the planet.

BAR publishes documents within the interests of business and public administration, management science, and organization studies. Diverse theoretical and methodological perspectives are welcome as long as they contribute to advancing the frontiers of a specific theoretical tradition and are also insightful to practice. Prospective authors should note that studies with blurred boundaries between what is inherent to organization studies and what may be framed within the interests of, for instance, anthropology and sociology will be rejected. Symptomatically, a large body of research has been misguiding organization scholars. The same policy applies to studies that are not fully characterized within another scholarly field but whose main interests concern isolated issues, such as culture, gender, race, performance, impact, and the like. BAR's editorial scope for research articles does not include teaching cases, theoretical essays, opinion papers, purely applied practitioner-oriented technical material, and replication studies. As for the latter, replication is here conceived in broad terms, including the testing of theories (confirmation/refutation of previous findings), contextualization studies (application of scales to a different context) and perspective studies (collection of data from a different demographic group). Systematic literature reviews will be considered only if they address issues of contemporary interest both for theory development and application in organizations. Before submitting your systematic literature review, BAR recommends authors to read two papers on how to develop compelling literature reviews: [1](#) and [2](#).

The target audience of BAR is the global scholarly community in all interests of business and public administration. Documents of interest for a BAR issue include editorial prefaces (section "Editorial"), interviews with renowned scholars (section "Interview"), original studies (section "Research articles") and outstanding opinion articles that challenge current paradigms or describe unique experiences on the application of theories (section "Thinking Outside the Box"). All submitted documents must be unpublished and not be under consideration for publication in any other venue. Previous publication as a preprint or in conference proceedings would not violate the originality requirements, but we recommend that all situations are first discussed with the editorial office and informed in the cover letter upon submission. Submissions must be in English and are subject to editorial screening and double-blind peer review. Prospective authors are asked to read BAR articles before preparing their own submissions. Beginning January 1st, 2007, ANPAD periodicals have set a limit of two to the number of articles submitted to BAR per author per year, regardless of the author's position in authorship. As such, if any author who has not submitted an article to BAR in any given year submits an article co-authored by someone who has already submitted two articles to the same journal that year, the submitted article will be automatically returned to the authors.

BAR abides by the editorial principles of [Best Practices in Scientific Publication](#) and [Code of Ethics](#), an initiative of ANPAD to help Brazilian journals achieve high visibility and impact as research resources in the fields of Administration and Accounting. Before submission, authors should read those documents and agree to follow ANPAD's principles of ethical research and publication. BAR is also a member of, and subscribes to the principles of, the [Committee on Publication Ethics \(COPE\)](#) and [San Francisco Declaration on Research Assessment \(DORA\)](#). BAR is a fully open-access journal and does not charge authors, readers or institutions in any way. Also, it does not organize special issues as per the request of individuals, institutions or conferences.

DIRECTIONS FOR SUBMISSION

BAR uses ScholarOne Manuscripts (<http://mc04.manuscriptcentral.com/bar-scielo>) for document submission, double-blind peer review, editorial decisions, and editorial team management. Documents should be thus submitted electronically, after the user creates his or her account in the platform. To create your account, please follow the on-screen instructions, filling in the requested information. Your username will be your preferred email address. During account creation, you may be given the option to associate an [ORCID iD](#) with the account by either registering for a new ORCID iD or retrieving a current ORCID iD. We encourage all authors to register for ORCID, a non-profit, transparent, community-based effort to give all research activity a unique identifier. ORCID iD is mandatory for accepted articles.

When you log in, you are taken to the Welcome page, where you will find the Author Center link. After selecting the Author Center link, you will find the Author Dashboard, where you begin the manuscript submission process: Start New Submission. Complete all fields and browse to upload two files (check steps below). You can track the status and view the details of all your manuscripts in the journal's ScholarOne Manuscripts site. Online training documentation is available through the Get Help Now link at the top right of all journal site pages. As part of the submission process, it is necessary to declare to which category your article should be placed in within the fields below. This information is required at Step 3 – Attributes. BAR's editorial scope for research articles does not include teaching cases, theoretical essays, opinion papers or purely applied practitioner-oriented technical material.

Accounting; Entrepreneurship; Finance & Economics; Human Resources & Labor Relations Management; Management Information Systems & Decision Support; International Business; Logistics, Operations & Supply Chain Management; Marketing; Organization Studies; Public Administration; Science, Technology & Innovation Management; Social & Environmental Management; and Strategy.

Documents that are not in compliance with the criteria and technical characteristics requested by ANPAD Academic Journals, based upon the section to which they are submitted, will not be accepted.

Steps for article submission

1. A submission that does not comply with journal requirements will be returned to the authors for corrections.
2. Submit a manuscript – seven steps. Follow ScholarOne instructions carefully (<https://mc04.manuscriptcentral.com/bar-scielo>).
3. Provide information about the authors as requested by the system. The addresses and telephone numbers of all authors must be provided. The contact author is asked to inform a mobile telephone number. We invite authors to also inform their [ORCID](#) identifier. There should be no more than five authors per article. Authors need to observe that the following individuals cannot submit papers to BAR: (a) members of ANPAD's Presidential Board; (b) BAR's Editor-in-Chief; (c) BAR's Senior Editors; and (d) members of Editorial policy committee.
4. **Attention: Step 2 – File upload.** First make sure you have a Word file from which the title page (including author name and affiliation and any acknowledgments or author notes) has been removed. Upload only two files: the Main Document and the Summary Page, in MS Word format.

5. Research articles submitted to BAR are expected to have around 10,000 words including everything except the structured abstract (which is submitted separately – Summary page). Slightly larger articles can be processed, especially if reviewers ask for additional information. As per final publication, authors may be requested by the editorial office to reduce their articles to fit the 10,000-word limit, thus it is advisable to be near to that limit from the beginning.
6. Submit the **Main Document** as a complete text without any identification of the authors, including: the title; the abstract (containing the objective, methods, results, and conclusions; this text can be a maximum of 1,350 characters, including spaces); three to five keywords; and the reference list.
7. The second file is called **Summary Page** and is part of the 1st stage evaluation of your article (Desk Review assessment). This Summary is not the abstract of your Main Document. Please, answer all questions below. Responses should be submitted as supplementary file without identification of the authors. This summary should not exceed one page and include:
 - a) Research objectives (500 characters with spaces): What are the research question(s) and main objectives?
 - b) Theoretical framework (500 characters with spaces): What theories and conceptual models are supporting your explanatory model, if any, and guiding your selection of variables?
 - c) Methodological design/approach (850 characters with spaces): What is your research strategy and why does it seem appropriate given the research question(s) and the theoretical framework? What data collection and data analysis procedures were used and why? [If appropriate] How can your population and sample be characterized? What precautions were taken in order to assure the validity of the study's constructs?
 - d) Main findings (500 characters with spaces): What are the main results that can be drawn from your research? Do they help you test your study's hypotheses or research propositions? Are they well supported by theoretical arguments? Do they corroborate or otherwise conflict with past results?
 - e) Research limitations (500 characters with spaces): What aspects might limit, or somehow question, the conclusions you have reached?
 - f) Contributions to academic knowledge, to managerial practice and/or to public policy (500 characters with spaces): What is novel and rich about your research and what does it add to our current stock of (theoretical, empirical or methodological) knowledge on the subject? How can academicians, practitioners or public policy-makers benefit from this study?
 - g) Keywords (150 characters with spaces): Indicate from three to five keywords.
8. At *Step 6 – Details & Comments*, the authors must inform the classification of the document according to JEL codes both in the cover letter and in the main document after the Abstract and Keywords. The JEL classification system originated with the Journal of Economic Literature and is widely used in scholarly resources in the field of Economics and related ones. Please access the JEL codes at: <https://www.aeaweb.org/jel/guide/jel.php>. Use that guide to gain insight on how to classify your work accordingly. The authors may also decide not to include a code if there is no appropriate match. In this case, please inform "JEL nonadherent". At Step 6, in the option "Upload Cover Letter", please upload two files: the file [Open Science Compliance Form](#), and another file with the Cover Letter.

The **cover letter** and the **revision letter** are essential parts of your paper submission. Both letters are **mandatory** as part of the editorial process, and they allow the authors to talk directly to the editors about their study and other relevant issues. In the first submission of a paper, the **cover letter** should be helpful to the editors in informing certain details, such as how the study is connected to BAR's publishing tradition and interests, how the study is connected to the authors' previous works and background, what is the story behind the study, and other issues that help the editors anticipate the potential quality, contribution and fit of the submitted paper. The cover letter may contain the identification of authorship, as only the editors have access to it. In its turn, the revision letter is submitted along with each revised version of a paper, thus being dependent on the progress of the paper through the editorial process. The **revision letter** should be anonymous and provide detailed answers to the editors and reviewers in terms of the authors' decisions and corresponding actions regarding each and every review note.

The [Open Science Compliance Form](#) must be correctly filled and attached alongside the Cover Letter (in separate files).

9. Works that represent the publication of the same research with a different focus (for distinct audiences), or that have been previously presented in conferences or as a preprint, should explicitly mention such facts at the time of submission. Any other relevant information should also be included in the **cover letter**.
10. ANPAD Academic Journals **do not use footnotes**. Use the least number of notes possible, numbering them sequentially in the body of the text and including them at the end of the article (endnotes), before the list of references.
11. Please see that BAR is devoted to global readership in English. As such, we cannot accept **bibliographical references** in other languages when equivalent in-English sources are available. Please make sure that you use only sources in English throughout your paper OR please include sources in English along with the sources in other languages in each citation, except for when it is not possible at all.
12. BAR demands that authors present, at the moment of submission, the necessary permissions to use any material protected by copyright – for example, illustrations, artwork and photographs, including any materials from online sources. In order to reproduce copyrighted contents, the authors must obtain written permission from the owners of the rights and send the permissions to BAR's editorial office. Permission is not necessary for significantly adapted content (but full citation to the source remains mandatory).
13. All prospective authors and authors of papers published in BAR in the preceding two years should be available to collaborate with at least one review if needed.
14. The authors can continue to *Step 7 – Review & Submit*, in order to conclude the submission. Review the information for correctness and make changes as needed. After reviewing the manuscript proofs, you must click 'Submit' to complete your submission.

Analysis of submitted documents – evaluation procedure

Submitted documents are sent for evaluation after being verified for adherence to the editorial formatting and style. After this first analysis, article evaluation consists of two stages. In the first, the Editor-in-chief and an Associate editor, chosen by the Editor-in-chief based upon the article's thematic and methodological affinity, verify the relevance of the submitted article, its adequacy for the journal's editorial scope, and other aspects including originality and contribution to the area of submission. Only articles the editors consider relevant to the

academic community, and in particular, to the journal's audience, proceed to further stages of evaluation. The articles that are approved during this first stage of analysis are sent to double blind review by at least two reviewers indicated by the Associate editor.

Important notes

- In order for the publication of documents, the authors must sign a [Transfer of Copyright Form](#), which will be sent to the authors by e-mail, reserving the rights, including for translation, to BAR.
- The institution and/or any of the editorial contingencies of this publication **are not responsible** for the opinions, ideas and concepts put forth in the texts: they are the complete responsibility of the authors.
- All papers are published under a Creative Commons Attribution 4.0 International License.
- There are no charges to submit, publish or read articles. BAR also does not sell contents.
- BAR uses iThenticate as the plagiarism detection tool.

Document formatting

For the initial submission, the authors are free to decide about the layout of papers. BAR understands that the focus of analysis should be a paper's contents, not presentation. However, as per the usual preference of reviewers, we suggest that the authors consider the following format:

Text-editing software	MS-Word for Windows 2010 or later
Paper	A-4 (29,7 x 21 cm)
Margins	1 inch (2.5 centimeters)
Font type	Times New Roman, Calibri, Arial, Verdana, or Tahoma (including titles, abstract and reference list)
Font size	10 or 11 points
Line spacing	1,5 (including titles, abstract, and reference list)
Paragraph indentation	Optional, or include a blank line between paragraphs
Paragraph alignment	Fully justified (left and right margins)
Pagination	Include the number of pages in the upper right
Bold and Underline	Do not use bold or underline to emphasize words
Italics	Italics may be used to emphasize a particular word, such as in the first occurrence or definition of a key concept

Title	The title of articles should be as concise as possible and address the main theoretical tradition, model or constructs of the study as well as how the study distinguishes from other studies in the field. Do not use abbreviations. It should be placed at the beginning of the work, uppercase only in main words, without identifying the authors
Abstract	The abstract can be a maximum of 1,350 characters, including spaces
Double quotation marks	Used for direct quotes as well as statements taken from interviews
Single quotation marks	Used within double quotation marks to separate material that was within quotation marks in the original source
Writing	Texts with one author may be written in first person singular or third person impersonal. Texts with more than one author may be written in first person plural or third person impersonal
Abbreviations and acronyms	Use parentheses to introduce an abbreviation or acronym
Brackets	Use brackets to separate material within parentheses or text inserted in a citation by another person who is not the original author
Sections and subsections	<p>Add increasing, multilevel numbers indicating section and subsections, before their titles, which should follow the following format:</p> <p>1 ENVIRONMENTAL EDUCATION WITHIN COMPANIES (Title with all words in upper case, justified, and in bold – preceded and followed by a blank line.)</p> <p>1.1 Environmental education within companies (Title with the first letter of the first word in upper case, justified, and in bold – preceded and followed by a blank line.)</p> <p><i>1.1.1 Environmental education within companies</i> (Title with the first letter of the first word in upper case, justified, in bold and in italic – preceded and followed by a blank line.)</p> <p><i>1.1.1.1 Environmental education within companies</i> (Title with the first letter of the first word in upper case, justified, and in italic – preceded and followed by a blank line.)</p>
Article length	Research articles submitted to BAR are expected to have around 10,000 words. Interviews
Acknowledgments	Authors may include acknowledgments as long as they don't reveal their identity. Otherwise, authors should include the acknowledgments after approval.

Interviews

An interview is a conversation between two or more people – the interviewer and the interviewee(s) – seeking to build a discourse on a particular subject matter.

BAR accepts interviews with renowned researchers in Applied Social Sciences. Interviews should be formatted following the same document formatting as for research article submission (please see above).

In field Cover letter of the submission form, you should include a short presentation of the main topic of the interview and the objectives.

• **Step – File upload**

Send two files. The first - Summary Page - should comprise a brief text with data about the interviewee, including information about their vitae, the institution with which they are affiliated, a summary of their scientific production, academic education, among other things. Remember that the interviewer information has already been filled out in the submission form (author).

The second file - Main Document - is the interview text, which should be elaborated in a question and answer format. The text is expected to have around 3,000 words.

• **Interview analysis**

Submitted interviews will pass through an initial evaluation by the Editor-in-chief. Depending upon the theme, the Editor-in-chief will indicate an Associate editor to perform the interview analysis and recommend whether or not to publish the interview. The journal reserves the right to propose modifications that contribute to greater text clarity.

For publication, the author/interviewer should sign a document relinquishing authorial rights and also present a declaration from the interviewee, confirming their authorization of publication of the interview. These physical documents should be mailed via postal service.

Thinking outside the box

Thinking outside the box (TOB) is a highly selective section of BAR documents, where reputed scholars discuss emergent ideas, controversies in the field, statistical data from the industry and practical experiences with organizational theories and models in unique situations. Such articles are usually submitted as per an invitation by BAR's editors, but authors may also submit articles voluntarily. All articles are reviewed by a pool of editors before being accepted for publication.

TOB articles do not follow the typical structure of research articles in terms of how the ideas are organized in sections, and they also do not include a methodological discussion. Instead, they are more like articles in professional magazines, where authors communicate their views more directly to explain unusual ideas or discuss data from practice.

The suggested size of TOB articles is about 4,000 words, with sections including a 200-word summary, a review of the theoretical tradition or practical domain where the article is positioned, the author's claims and propositions, an agenda for research or practice, and bibliographical references (limited to a minimum) in order to contextualize the argument. A "statement of academic standing of the authors" must be submitted along with the main document (as a supplemental file not for review) describing their most relevant academic achievements. When submitting your article, please upload a blank page for the mandatory file type 'Summary page'.

Please find below some hints on how to improve your TOB proposal:

- 1) Having a figure or table summarizing the conceptual framework or practical intervention improves how a TOB paper communicates to readers. Remind that TOB papers should efficiently/parsimoniously communicate a potentially paradigmatic view of organizations or managerial action. Visual resources are thus helpful.
- 2) Please avoid proposals that pertain to borderline disciplines such as Sociology, Anthropology, Psychology, and the like. Please assure that you are discussing Organization/Management issues.

Please use only (reputed) bibliographical references that are available in English. Exceptions should be strongly justified in the cover letter. TOB papers should engage the audience in challenging extant organizational/managerial paradigms, thus the bibliographical references must be useful in this intent.

Tables and figures

Tables and Figures should be used, according to the APA style (2010), when they allow the author to present a larger quantity of information to the reader, in a more efficient and more easily understood manner than in text, as long as it does not replicate the information already included in the text. Therefore, any information that is not in textual form should be in the form of a TABLE or FIGURE (that is, terms such as graphic, map, fluxogram, design, photograph, etc. **should not** be used).

According to the APA style (2010), tables normally “show numerical values or textual information (e.g., lists of stimulus words) arranged in an orderly display of columns and rows. A figure may be a chart, a graph, a photograph, a drawing, or any other illustration or nontextual depiction” (APA, 2010, p. 125). **Tables** are usually characterized by a line-column structure; thus, other types of illustrations, which differ from this characteristic, should be labeled **figures**.

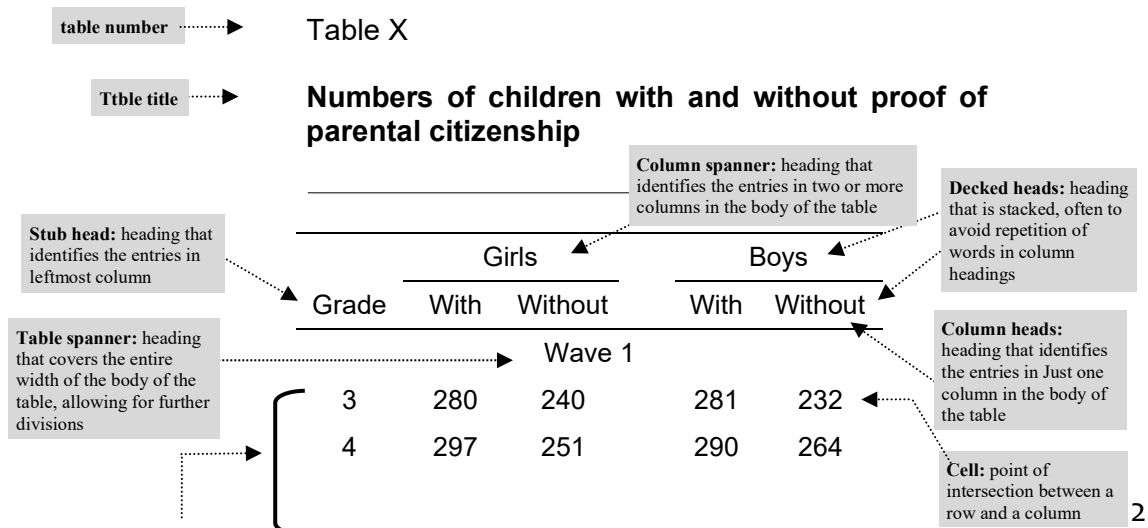
Tables

Tables should be inserted in the body of the text, soon after their reference or citation. For the sake of word count (paper size), please consider a half-page table as representing 300 words.

Text-editing software	Word for Windows 2010 or later If the authors developed their tables using any other programs, such as Excel, please redo the tables using Word
Font type and size	Times New Roman, Calibri, Arial, Verdana, or Tahoma, 10 point
Line spacing	Single
Spacing before and after	3 pt
Colors	Optional, but preferably use gray scale
Title	Table titles should be brief, clear and explanatory. They should be placed above the table, in the upper left corner, and just below the word Table (with the first letter upper case), accompanied by a designated number. The tables should be presented with sequential Arabic numbers within the text, such as: Table 1, Table 2, Table 3, etc.

Citation	To cite tables in the text body, simply write the number referring to the table, for example: Table 1, Table 2, Table 3, etc. Never write ‘table below’, ‘table above’, or ‘table on page XX’, because the numeration of the article pages might be altered during formatting for publication.
Table notes	<p>Tables can have three kinds of notes: general notes, specific notes, and probability notes. The notes are presented in the left margin (without indentation) below the table (between the table and the note there should be two spaces). They should be ordered in the following sequence: general notes, specific notes, and probability notes. Each type of note should be presented in a new line. “Notes are used to eliminate repetition within the body of the table” (APA, 2010, p. 138).</p> <p><u>General note:</u> “A general note qualifies, explains, or provides information relating to the table as a whole and ends with an explanation of any abbreviations, symbols, and the like” (APA, 2010, p. 138). It is designated by the word Note and should be used to supply other sources of data that have been reproduced in the Table, or if the entire Table was a reproduction from another source. See example in Table 1.</p> <p><u>Specific note:</u> Refers to one column, line or item in particular, and should be indicated by lower case, superscript letters (^{a, b, c}). See example in Table 1.</p> <p><u>Probability note:</u> indicates the results of significance tests and is indicated by an asterisk (*) or other superscript symbol. See example in Table 2.</p>
Tables reproduced from another source	<p>These should be presented in a general note below the table, giving the complete source, even if it is an adaptation</p> <p>It is the author’s responsibility to obtain written permission from the owners of the publishing rights to reproduce extracts from other copyright works and send these permissions to our editorial office</p>
Examples	<p>Note. Source: Rowley, T. (1997). Moving beyond dyadic ties: a network theory of stakeholder influences (p. 893). <i>Academy of Management Review</i>, 22(4), 887-910. https://doi.org/10.5465/amr.1997.9711022107</p> <p>Note. Source: Adapted from Rowley, T. (1997). Moving beyond dyadic ties: A network theory of stakeholder influences (p. 893). <i>Academy of Management Review</i>, 22(4), 887-910. https://doi.org/10.5465/amr.1997.9711022107</p>

The basic components of a Table presented in the APA Manual (2010) are shown in the following model:



	5	301	260	306	221
Stub or stub column: leftmost column of the table, usually lists the major independent or predictor	Total	878	751	877	717
		Wave 2		Table spanner	
	3	201	189	210	199
	4	214	194	236	210
	5	221	216	239	213
	Total	636	599	685	622

Table body: rows of cells containing primary data of the table

Table note: three types of notes can be placed below the table, which can eliminate repetition from the body of the table

Note. General notes to a table appear here, including definitions of abbreviations. Source: American Psychological Association. (2010). *Publication manual of the American Psychological Association* (6th ed., p. 129). Washington, DC: Author.

^a A specific note appears on a separate line below any general notes; subsequent specific notes are run in.

* A Probability note (*p* value) appears on a separate line below any specific notes; subsequent probability notes are run in.

Other example

Table 1

Hierarchical multiple regression analyses predicting postabortion positive well-being from preabortion social support and preabortion social conflict with mother, partner, and friend

	Source of social support and social conflict					
	Mother		Partner		Friend	
Predictor	ΔR^2	β	ΔR^2	β	ΔR^2	β
Step 1	.13*		.10***		.10***	
Control variables ^a						
Step 2	.16***		.19***		.22***	
Positive affect		.31***		.32***		.35***
Negative affect		-.25***		-.27***		-.30***
Step 3	.02		.05***		.01*	
Social support		.17*		.17***		.08†
Social conflict		.09		-.08		-.06
Step 4	.01		.00		.00	
Social support X Social conflict		-.14		-.00		-.07
Total R^2	.32***		.33***		.34***	
<i>N</i>	153		455		373	

Note. Adapted from “Mixed Messages: Implications of Social Conflict and Social Support within Close Relationships for Adjustment to a Stressful Life Event”, Source: Major, B., Zubek, J. M., Cooper, M. L., Cozzarelli, C., & Richards, C. (1997). *Journal of Personality and Social Psychology*, 72, p. 1359. Copyright 1997 by the American Psychological Association.

^aControl variables included age, race, education, marital status, religion, abortion history, depression history, and prior mental health counseling.

[†] $p < .10$. * $p < .05$. *** $p < .001$.

Figures

In accordance with the APA style (2010), Figures can be:

a chart, a graph, a photograph, a drawing, or any other illustration or nontextual depiction. At times the boundary between tables and figures may be unclear; however, tables are almost always characterized by a row-column structure. Any type of illustration that a table is referred to as a **figure** (APA, 2010, p. 125).

We advise authors to check their manuscripts for possible breaches of copyright law and secure the necessary permissions before submission. **Permission Grants (PGs)** are needed at the time of submission if the manuscript contains extracts (including illustrations, artwork and photograph) from other copyright works (this includes material from online or intranet sources). It is the author's responsibility to obtain written permission from the owners of the publishing rights to reproduce such extracts and send these permissions to our editorial office, by mail.

Figures should be inserted in the body of the text, soon after their reference or citation. For the sake of word count (paper size), please consider a half-page figure as representing 300 words.

Font type and size	Times New Roman, Calibri, Arial, Verdana, or Tahoma, 10 point
Line spacing	Single
Color in figures	Optional, but preferably use gray scale and high resolution
Formatting	It is the author's responsibility to ensure that figures are provided at a sufficiently <u>high resolution</u> (+ 500 dpi) to ensure high quality reproduction in the final article. All image files should be in TIFF (Tagged Image File Format) or EPS (Encapsulated PostScript) formats.
Title	Times New Roman, Calibri, Arial, Verdana, or Tahoma, 10 point Explain the figure in a concise but descriptive way. The title should be placed below the figure, according to the APA (2010), as a legend, and numbered with sequential Arabic numbers within the text, preceded by the word 'Figure' (with the first letter upper case). Ex.: Figure 1, Figure 2, Figure 3, etc. After the title, any other necessary information needed to clarify the figure should be added to the legend, such as: units of measurement, symbols, scales, abbreviations, and sources.
Legend	Legends are used to explain the symbols used in the figure and should be placed within the limits of the figure.
Size and proportions	Figures should be adjusted to the journal's dimensions. Therefore, any figure should be created or inserted into the article in a manner that allows it to be reproduced to the width of the columns or pages for the journal where it will be submitted.

Citations

In order to cite figures in the body of the text, merely write the number referring to the figure, for example: Figure 1, Figure 2, Figure 3, etc. (the word 'Figure' should be written with the first letter upper case). Never write 'figure below', 'figure above', or 'figure on page XX', because the page numbers in the article might be changed during formatting.

Figures reproduced from another source

Figures reproduced from another source should include, below the table, the complete source, even if it is an adaptation.

Remember to secure the necessary permissions to reproduce figures before submission.

Examples

Source: Rowley, T. (1997). Moving beyond dyadic ties: A network theory of stakeholder influences (p. 893). *Academy of Management Review*, 22(4), 887-910. <https://doi.org/10.5465/amr.1997.9711022107>

Source: Adapted from Rowley, T. (1997). Moving beyond dyadic ties: A network theory of stakeholder influences (p. 893). *Academy of Management Review*, 22(4), 887-910. <https://doi.org/10.5465/amr.1997.9711022107>

Example of a figure:

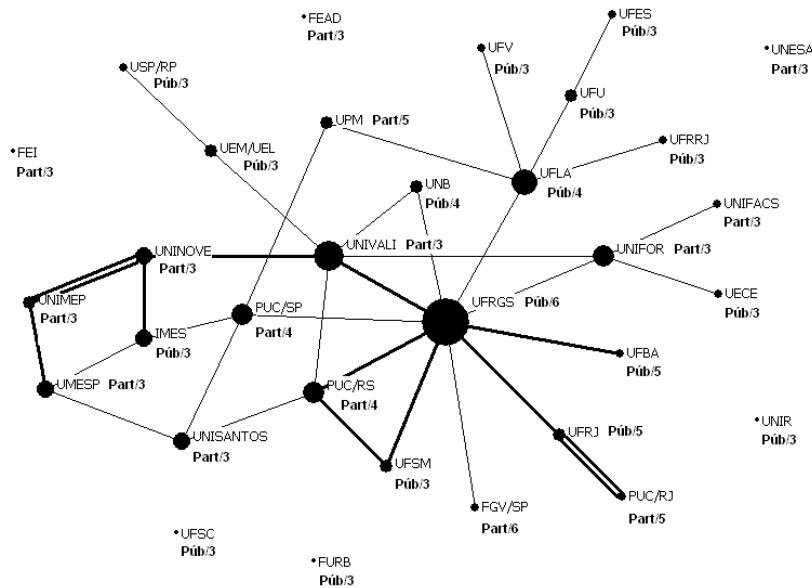


Figure 3. Similarity of researchers based on the cited authors

In the Figure 3 to facilitate the visualization of the network, only ties with higher degrees of similarity are represented (greater than 0.3). For the same reason, researchers belonging to the peripheral components are also excluded, with only the members of the five largest remaining. Source: Guarido, E. R., Filho, Machado-da-Silva, C. L., & Rossoni, L. (2010). The social and intellectual dimensions in the construction of scientific knowledge: The institutional theory in organization studies in Brazil (p. 146). *Brazilian Administration Review*, 7(2), 136-154. Retrieved from <http://www.scielo.br/pdf/bar/v7n2/v7n2a03.pdf>. <http://dx.doi.org/10.1590/S1807-76922010000200003>

Citations and references

Citations in the text body should include the author’s last name, the date of publication, and page number (if necessary), as conforms to the APA style (2010).

The **reference** list should include complete data for all authors cited, presented in alphabetical order at the end of the text, in accordance with the American Psychological Association style (APA, 2010).

APA STYLE

ANPAD Academic Journals use the American Psychological Association (APA) style for citations and references. Please find below a summary with examples of such style.

General aspects

Comma use	Commas are used to separate authors’ last names in citations within the text body as well as in the reference list .
Examples	Harrison, Newholm and Shaw (2005). (Harrison, Newholm, & Shaw, 2005). Harrison, R., Newholm, T., & Shaw, D. (2005). <i>The ethical consumer</i> . Newbury Park, CA: Sage.
Use of ‘and’	When authors’ names are used outside of parentheses , separate multiple authors’ names with commas while placing ‘and’ before the last author’s name.
Examples	Moody and White (2003). Grant, Hardy, Oswick and Putnam (2004).
Use of ‘&’	When authors’ names are cited within parentheses, use the ‘&’ symbol before the last author’s name.
Examples	(Moody & White, 2003). (Grant, Hardy, Oswick, & Putnam, 2004). In the reference list use ‘&’ before the last author’s name.
Examples	Moody, J., & White, D. R. (2003). Structural cohesion and embeddedness: A hierarchical concept of social groups. <i>American Sociological Review</i> , 68(1), 103-127. https://doi.org/10.2307/3088904 Grant, D., Hardy, C., Oswick, C., & Putnam, L. L. (2004). Introduction: Organizational discourse: Exploring the field. In D. Grant, C. Hardy, C. Oswick, & L. L. Putnam (Eds.), <i>The Sage handbook of organizational discourse</i> (pp. 1-36). London, UK: Sage Publications.
When to use ‘p.’ or ‘pp.’	For direct quotes used in the body of the text and in the reference list , pages should be shown using ‘p.’ for a single page, and ‘pp.’ for two or more pages.

In the text body	<p>Hardy and Phillips (2004, p. 302).</p> <p>(Hardy & Phillips, 2004, pp. 303-304).</p>
Reference list	<p>Hardy, C., & Phillips, N. (2004). Discourse and power. In D. Grant, C. Hardy, C. Oswick, & L. Putnam (Eds.), <i>The Sage handbook of organizational discourse</i> (pp. 299-316). London, UK: Sage Publications.</p>
Date of publication	<p>The <u>date of publication is an important element</u> and should be added to both citations within the body of the text, as well as in the reference list.</p> <p>Months and/or seasons of the year</p> <p>When necessary, add the month or season that specifies the publication (proceedings, conference presentations, monthly periodicals, newspapers, magazines, newsletters, and weekly/daily publications) only in the reference list, placed after the publication year.</p> <p>The months and/or seasons of the year should be indicated in a non-abbreviated form, using the original language of the publication. They should be written with the first letter upper case (Ex. January).</p> <p>Works awaiting publication</p> <p>For works that have been accepted for publication, but are not yet published, place in the normal location for the date of publication ‘in press’. Don't indicate a predicted publication date until the work is actually published.</p>
In the text body	<p>Huber and Lewis (in press).</p> <p>(Huber & Lewis, in press).</p>
Reference List	<p>Huber, G. P, & Lewis, K. (in press). Cross understanding: Implications for group cognition and performance, <i>Academy of Management Review</i>, 35(1). (Prevision Screen – January/2010)</p>
When a publication date does not exist	<p>When a document cited does not have a publication date available, n.d. should be added (no date).</p>
In the text body	<p>Pérez-Nebra, Borges and Torres (n.d.).</p> <p>(Pérez-Nebra, Borges, & Torres, n.d.).</p>
Reference list	<p>Pérez-Nebra, A. R., Borges, C. P., & Torres, C. V. (n.d.). What do you think of Brazil as a destination? A scale and a method for measuring consumer satisfaction and expectancy of Brazil [Working paper]. <i>Psychology Institute</i>, University of Brasília, Brazil.</p> <p>Unpublished works</p> <p>For unpublished works, use the copyright year. For unpublished works, this is the year the work was produced.</p>

Citation of authors

The method employed by the APA style is that of author-date, that is, the author’s last name and the date of publication (not including suffixes like Jr.). The text should be documented, citing the author and date of publication of any works researched or consulted. All authors cited in the text, and only those authors, should be included in the reference list with their complete information. This procedure is mandatory.

One author	The author’s last name should be written with the first letter in upper case and the rest lower case, independent of being within or outside of parentheses.
In the text body	Morgan (2006). (Morgan, 2006).
Reference list	Morgan, G. (2006). <i>Images of organization</i> . Thousand Oaks, CA: Sage Publications.
Two authors	When the work has two authors , cite only the last names, followed by the publication date, each time the reference occurs in the text.
In the text body	Lee and Lings (2008). (Lee & Lings, 2008).
Reference list	Lee, N., & Lings, I. (2008). <i>Doing business research: A guide to theory and practice</i> . London, UK: Sage Publications.
Three to five authors	When the work has three, four or five authors , add all of the last names the first time the work is cited the first time within parentheses and the first time outside of parentheses, followed by the publication date. For subsequent citations, include only the first author’s last name, followed by et al. and the publication date.
In the text body	First citation within and outside of parentheses (Chang, Lee, Fu, Lin, & Hsuech, 2007). Chang, Lee, Fu, Lin and Hsuech (2007). Subsequent citations Chang et al. (2007). (Chang et al., 2007).
Reference list	Chang, T., Lee, W., Fu, H., Lin, Y., & Hsuech, H. (2007). A study of an augmented CPFR model for the 3C retail industry. <i>Supply Chain Management: An International Journal</i> , 12(3), 200-209. https://doi.org/10.1108/13598540710742518
Exception	If two references with the same year appear identical when abbreviated, cite the last names of the first authors and as many other of the authors as necessary, followed by et al., to distinguish between the two references.

<p>Examples</p>	<p>First citation</p> <p>As in Bradley, Ramirez and Sôo (1994) and Bradley, Sôo, Ramirez and Brown (1994).</p> <p>Subsequent citations</p> <p>Bradley, Ramirez et al. (1994) and Bradley, Sôo et al. (1994).</p>
<p>Six or more authors</p>	<p>When a work has six or more authors, cite in the text only the first author's last name, followed by et al. and the publication date, but add all of the authors' names in the reference list.</p>
<p>In the text body</p>	<p>Scherer et al. (1987).</p> <p>(Scherer et al., 1987).</p>
<p>Reference list</p>	<p>Scherer, F. M., Long, W. F., Martin, S., Mueller, D. C., Pascoe, G., Ravenscraft, D. J. et al. (1987, March). The validity of studies with line of business data: Comment. <i>American Economic Review</i>, 77(1), 205-217.</p>
<p>Exception</p>	<p>If two references with the same year appear identical when abbreviated, cite the last names of the first authors and as many other of the authors as necessary, followed by et al., to distinguish between the two references.</p>
<p>Examples</p>	<p>Snyder, Ilardi et al. (2000) and Snyder, Feldman et al. (2000)</p> <p>(Snyder, Ilardi et al., 2000; Snyder, Feldman et al., 2000).</p>
<p>Reference list</p>	<p>Snyder, C. R., Ilardi, S. S., Cheavens, J., Michael, S. T., Yamhure, L., & Sympson, S. (2000). The role of hope in cognitive-behavior therapies. <i>Cognitive Therapy and Research</i>, 24(6), 747-762. http://dx.doi.org/10.1023/A:1005547730153</p> <p>Snyder, C. R., Feldman, D. B., Taylor, J. D., Schroeder, L. L., & Adams, V. H., III (2000). The roles of hopeful in preventing problems and enhancing strengths. <i>Applied & Preventive Psychology</i>, 9(2), 249-269. http://dx.doi.org/10.1016/S0962-1849(00)80003-7</p>
<p>Publication with various authors, but with only the first author and/or editor identified</p>	<p>When a publication only lists the name of the first author and/or editor, place the first author's name in the text, followed by et al. and the publication date, and in the reference list only include the first author's name followed by the abbreviation for the related position (Ed. or Coord. or Org.), n/a et al. (n/a: not applicable, not announced) and the publication date.</p>
<p>In the text body</p>	<p>Thietart et al. (2001).</p>
<p>Reference list</p>	<p>Thietart, R. A. (Ed.). n/a et al. (2001). <i>Doing management research</i>. London, UK: Sage.</p>
<p>Publications by the same author in the same year</p>	<p>Various documents published by the same author, published in the same year, should be identified by adding the suffixes a, b, and c, after the year, without a space.</p> <p>In the reference list, they should be ordered alphabetically by title.</p>

<p>In the text body</p>	<p>Pettigrew (1992a, 1992b). (Pettigrew, 1992a, 1992b).</p>
<p>Reference list</p>	<p>Pettigrew, A. M. (1992a). On studying managerial elites [Special Issue]. <i>Strategic Management Journal</i>, 13, 163-182. https://doi.org/10.1002/smj.4250130911</p> <p>Pettigrew, A. M. (1992b). The character and significance of strategy process research [Special Issue]. <i>Strategic Management Journal</i>, 13, 5-16. https://doi.org/10.1002/smj.4250130903</p>
<p>Authors with the same last name</p>	<p><u>When citing various authors having the same last name</u>, the authors' initials should be included in all citations within the text body, even if the publication dates are different.</p>
<p>In the text body</p>	<p>J. B. Keys and Biggs (1990). (B. Keys & Wolfe, 1990).</p>
<p>Reference list</p>	<p>Keys, B., & Wolfe, J. (1990). The role of management games and simulations in education and research. <i>Journal of Management</i>, 16(2), 307-336. https://doi.org/10.1177/014920639001600205</p> <p>Keys, J. B., & Biggs, W. D. (1990). A review of business games. In J. W. Gentry (Ed.), <i>Guide to business gaming and experiential learning</i> (pp. 48-73). London, UK: Nichols/GP Publishing.</p>
<p>Authors with the same last names and identical initials</p>	<p>In this case, the authors' entire names should be included in the text body, and in the reference list the first name should be inserted within brackets after the first name's initial.</p>
<p>In the text body</p>	<p>Paul Janet, 1876. (Paul Janet, 1876). Pierre Janet, 1906. (Pierre Janet, 1906).</p>
<p>Reference list</p>	<p>Janet, P. [Paul]. (1876). La notion de La personnalité [The notion of personality]. <i>Revue Scientifique</i>, 10, 574-575.</p> <p>Janet, P. [Pierre]. (1906). The pathogenesis of some impulsions. <i>Journal of Abnormal Psychology</i>, 1, 1-17.</p>
<p>Individual organization as author</p>	<p>Corporations, associations, and governmental agencies, among others, should be written out in the first citation and abbreviated thereafter.</p>
<p>In the text body</p>	<p>First citation World Tourism Organization (UNWTO, 2006). (World Tourism Organization [UNWTO], 2006).</p>

	<p>Subsequent citations</p> <p>UNWTO (2006).</p> <p>(UNWTO, 2006).</p>
Reference list	World Tourism Organization. (2006). <i>International tourist arrivals. Tourism market trends, 2006 Edition - Annex</i> . Retrieved from http://www.unwto.org/facts/eng/pdf/historical/ITA_1950_2005.pdf
Exception	If the organization's name is short or if the abbreviation is not easily recognized, write it out each time it appears in the text.
Editor as author	When the <u>author is also the Editor</u> , place 'Author' instead of 'Editor'.
In the text body	American Psychological Association (APA, 2003).
Reference list	(APA, 2003).
Reference list	American Psychological Association. (2003). <i>Publication manual of the American Psychological Association</i> (5th ed.). Washington, DC: Author.
No author (including laws and decrees)	In the text cite the first words of the title, or the title in its entirety if it is short, and the year. In this case include legal data (Laws, Decrees, among others). In the reference list, place the title in the position of the author.
In the text body	Lei n. 6.880 (1980).
Reference list	(Lei n. 6.880, 1980).
Reference list	<i>Lei n. 6.880, de 09 de dezembro de 1980</i> . (1980). Dispõe sobre o estatuto dos militares (E-1). Retrieved from http://www.planalto.gov.br/ccivil_03/Leis/L6880.htm
Anonymous author	When the author of a work is designated as Anonymous , cite in the text the word 'Anonymous' for articles in English, followed by a comma and the publication date.
In the text body	Anonymous (1998).
Reference list	(Anonymous, 1998).
Reference list	Anonymous. (1998). <i>Reinventing virtual reality: What, how and why hardware is geared for immersion</i> . Retrieved from http://www.cdmag.com/Home/home.html?article=/articles/012/167/vrealty_feature1.html
Secondary sources	For citations of a work discussed in a secondary source, indicate the author of the original work and the year (if possible), soon after adding ' as cited in ', the author, year, and page of the secondary source where the citation is located. In the reference list, only list the data for the secondary source (the source that was actually used for consultation by the researcher). In the case of a direct quote, it is mandatory to include a page number.

In the text body	Reber, Nonaka and Takeuchi (1992 as cited in Spender, 1996). (Reber, Nonaka, & Takeuchi, 1992 as cited in Spender, 1996).
Reference list	Spender, J. C. (1996). Making knowledge the basis of a dynamical theory of the firm [Special Issue]. <i>Strategic Management Journal</i> , 17, 45-62. https://doi.org/10.1002/smj.4250171106
Author with Jr., II, III etc. in the name	Don't include suffixes such as Jr., II, III, etc. , in citations found in the text. Instead, include them in the reference list after the last name and first initial, using a comma before the suffix.
In the text body	Reed (2002). (Reed, 2002). Freitas, Klein and Fargundes (2015). (Freitas, Klein, & Fargundes, 2015).
Reference list	Reed, A., II (2002). Social identity as a useful perspective for self-concept-based consumer research. <i>Psychology and Marketing</i> , 19(3), 235-266. http://dx.doi.org/10.1002/mar.10011 Freitas, J. C. da S., Jr., Klein, A. Z., & Fargundes, P. M. (2015). Uma proposta de instrumento quanti-qualitativo para autoavaliação de competências da liderança. <i>Revista de Administração da UNIMEP</i> , 13(3), 1-27. http://dx.doi.org/10.15600/1679-5350/rauv13n3p1-27
Last names with prepositions and articles	For authors' last names that contain articles and prepositions such as de, do, dos, von, van, vu, la, etc. , disregard the prefix and treat it as part of the middle name.
In the text body	Boutellier, Gassmann and Zedtwitz (1999). (Boutellier, Gassmann, & Zedtwitz, 1999).
Reference list	Boutellier, R., Gassmann, O., & Zedtwitz, M. von. (1999). <i>Managing global innovation: Uncovering the secrets of future competitiveness</i> . Berlin, Germany: Springer.
Exception	In case the article or preposition are part of the last name, treat the prefix as part of the last name and place in the reference list by the alphabetical order of the prefix.
In the text body	DeCoster (2004). (DeCoster, 2004).
Reference list	DeCoster, J. (2004). <i>Meta-analysis notes</i> . Retrieved from http://www.stat-help.com/notes.html
Personal communications	When citing personal communications (letters, memorandums, electronic communications [email, discussion groups, message boards, and announcement boards] telephone conversations, and similar),

	because they are not data that can be recovered, do not cite them in the reference list . Therefore, cite personal communications only in the text itself. Supply the last name of the person, the initial, and the most precise date possible.
Example	T. K. Lutes (personal communication, April 18, 2001). (T. K. Lutes, personal communication, April 18, 2001).
Entire website	Citation of a website in its entirety should be placed within the body of the text as the complete website address and the date the research data was retrieved, and does not need to be listed in the reference list .
Example	This survey was accomplished in partnership with E-BIT (http://www.ebit.com.br , retrieved February 15, 2010), a Brazilian company specializing in Internet purchasing research

Table 2 displays some examples of citations.

Table 2

Examples of citations with authors

Types of citations	First citation outside of parentheses	Subsequent citations	First citation within parentheses	Subsequent citations
One author	Giddens (1978)	Giddens (1978)	(Giddens, 1978)	(Giddens, 1978)
Two authors	Motta and Vasconcelos (2002)	Motta and Vasconcelos (2002)	(Motta & Vasconcelos, 2002)	(Motta & Vasconcelos, 2002)
Three, four, or five authors	Chang, Lee, Fu, Lin and Hsuech (2007)	Chang et al. (2007)	(Chang, Lee, Fu, Lin, & Hsuech, 2007)	(Chang et al., 2007)
Six authors	Rocha et al. (1999)	Rocha et al. (1999)	(Rocha et al., 1999)	(Rocha et al., 1999)
Individual organization as author	World Tourism Organization (UNWTO, 2006)	(UNWTO, 2006)	(World Tourism Organization [UNWTO], 2006)	(UNWTO, 2006)

Note. Source: Adapted from the American Psychological Association. (2010). *Publication manual of the American Psychological Association* (6th ed., p. 177). Washington, DC: Author.

Examples of citations

Citations with less than 40 words	Citations with less than 40 words should be incorporated within the text between Double quotation marks, such as.
Example	“They are typically antithetical dyads such as atomicity/continuum or analysis/synthesis, but also, occasionally, apola-triads such as constancy/evolution/catastrophic change” (Liu, 2006, p. 254).
Citations with more than 40 words	Citations with more than 40 words should be placed on a new line within an independent block, which is indented 1.5 cm from the paragraph’s left margin, without quotation marks, single spaced, and in 10 point font size.

<p>Example</p>	<p>The author states that</p> <p style="padding-left: 40px;">as in Business Administration, all the strategic rationalization seeks first to distinguish the ‘environment’ and one ‘very own’, that is, the place of power, personal desire. Cartesian gesture, perhaps: circumscribe himself in a world bewitched by the invisible power of the Other (Certeau, 1990, p. 59).</p>
<p>How to cite your translated material</p>	<p>If the citation has been translated into English by the submitting author, include the term our translation.</p> <p>Dain (2007, p. 1863, our translation) states “health cost is not synonymous to waste of resources. Therefore, health care managers at all levels of the government must ensure the quality of their expenditure and the rationalization and reduction of costs”.</p>
<p>How to organize works presented within parentheses</p>	<p>Citations of two or more works within the same parentheses should be organized in the same order in which they appear in the reference list.</p> <p>Organize two or more works by the same authors in the order (ascending) of publication date.</p>
<p>Example</p>	<p>(Edeline & Weinberger, 1991, 1993).</p> <p>Organize two or more works by the same authors in the order (ascending) of publication date. Citations of works in production (in press) should be listed last.</p>
<p>Example</p>	<p>(Edeline & Weinberger, 1991, 1993, in press).</p> <p>Citations of various authors in the same parentheses should be organized alphabetically by the last names of the first authors. Separate the citations by a semicolon.</p>
<p>Example</p>	<p>(Balda, 1980; Kamil, 1988; Pepperberg & Funk, 1990).</p>
<p>Exception</p>	<p>One citation can be separated from the other citations within the same parentheses by inserting a phrase before the remaining citations, which should be placed in alphabetical order.</p>
<p>Example</p>	<p>(Minor, 2001; see also Adams, 1999; Storandt, 2007)</p> <p>(Brownlie, Saren, Wensley, & Whittington, 1999; Hudson & Ozanne, 1988; in Brasil Casotti, 1998).</p>
<p>Citations in notes</p>	<p>When an author was not, at any moment, cited within the body of the text, but is present in the notes (end notes), include complete reference information only in the body of the note.</p>

Example

Note
¹ In the works by Battat, J., Frank, I., & Shen, X. (1996). *Suppliers to multinationals: Linkages programs to strengthen local companies in developing countries*. Washington, DC: Foreign Investment Advisory Service, The World Bank, this transition is noted.

Examples of references

The complete reference list should be included at the end of the text and in alphabetical order by the first authors' last names; reference with numbers should be listed as if the numbers were spelled out, following the APA style instructions.

Organization of the reference list

The reference list should be placed in alphabetical order by the first authors' last names. **Reference with numbers** should be listed as if the numbers were spelled out, following the APA style instructions.

Works with the same first author should be organized by publication date, with the oldest article listed first.

Examples

Aldrich, E. (1979). *Organizational environment*. Englewood Cliffs, NJ: Prentice Hall.

Aldrich, E. (1999). *Organizational evolving*. London, UK: Sage Publication Ltd.

Works by the same first author which precede works by multiple authors.

Works by the same first author which precede works by multiple authors.

Examples

Moscovici, S. (1993). Introductory address. *Papers on Social Representations*, 2(3), 160-170.

Moscovici, S., & Marková, I. (1998). Presenting social representations: A conversation. *Culture & Psychology*, 4(3), 371-410. <http://dx.doi.org/10.1177/1354067X9800400305>

Examples

Moscovici, S., & Vignaux, G. (1994). Le concept de thémata. In C. Guimelli (Ed.), *Structures et transformations des représentations sociales* (pp. 25-72). Neuchâtel, Switzerland: Delachaux et Nieslé.

Works with the same first author with different second or third authors should be organized alphabetically by the last name of the second author or, if the second author is the same, by the last name of the third author, and so on.

Works with the same first author with different second or third authors should be organized alphabetically by the last name of the second author or, if the second author is the same, by the last name of the third author, and so on.

Examples

Andersson, U., Forsgren, M., & Holm, U. (2002). The strategic impact of external networks: Subsidiary performance and competence development in the multinational corporation. *Strategic Management Journal*, 23(11), 979-996. <https://doi.org/10.1002/smj.267>

Examples

Andersson, U., Forsgren, M., & Pedersen, T. (2001). Subsidiary performance in multinational corporations: The importance of technology embeddedness. *International Business Review*, 10(1), 3-23. [https://doi.org/10.1016/S0969-5931\(00\)00042-1](https://doi.org/10.1016/S0969-5931(00)00042-1)

	<p>Mintzberg, H., Ahlstrand, B., & Lampel, J. (1998). <i>Strategy safari: A guided tour through the wilds of strategic management</i>. New York, NY: The Free Press.</p> <p>Mintzberg, H., & Waters, J. A. (1985). Of strategies, deliberate and emergent. <i>Strategic Management Journal</i>, 6(3), 257-272. http://dx.doi.org/10.1002/smj.4250060306</p>
<p>Examples</p>	<p>Works with the same first author (or the same two or more authors in the same order) with the same publication date, should be placed in alphabetical order by the title.</p> <p>Ghemawat, P. (2007b). <i>Coca-Cola's global rethink</i>. Retrieved from http://discussionleader.hbsp.com/ghemawat/2007/10/cocacolas_global_rethink.html</p> <p>Ghemawat, P. (2007a). Managing differences: The central challenge of global strategy. <i>Harvard Business Review</i>, 85(3), 59-68. Retrieved from https://hbr.org/2007/03/managing-differences-the-central-challenge-of-global-strategy</p> <p>Works by different authors with the same last name should be placed in alphabetical order by the authors' first names.</p>
<p>Examples</p>	<p>Johanson, J., & Vahlne, J. E. (2006). Commitment and opportunity development in the internationalization process model. <i>Management International Review</i>, 46(2), 165-178. https://doi.org/10.1007/s11575-006-0043-4</p> <p>Johanson, M., & Johanson, J. (2006). Turbulence, discovery and foreign market entry: A longitudinal study of and entry into the Russian market. <i>Management International Review</i>, 46(2), 179-205. https://doi.org/10.1007/s11575-006-0044-3</p>
<p>Authors with hyphenated first names</p>	<p>If the author's first name is hyphenated, include the hyphen and include a period after each initial.</p>
<p>Example</p>	<p>Tan, H.-C., & Jamal, K. (2006). Effects of accounting discretion on ability of managers to smooth earnings. <i>Journal of Accounting and Public Policy</i>, 25(5), 554-573. https://doi.org/10.1016/j.jaccpubpol.2006.07.007</p>
<p>Titles of books, articles, and academic works</p>	<p>Only the first letter of the first word should be upper case, with the exception of proper names, commercial names, and universities.</p>
<p>Typographic resource</p>	<p>The italic typographic resource should be used to highlight publication titles.</p>
<p>Abbreviations</p>	<p>The use of periods in reference abbreviations.</p>
<p>Examples</p>	<p>(From Chapter 2, Vol. 1, 2nd ed., p. 6)</p> <p>Ed. (edition)</p> <p>Rev. Ed. (Revised edition)</p> <p>Ed. (Eds.) (Editor/Editors)</p> <p>Trans. (Translator/Translators)</p>

	<p>n.d. (no date) p. (pp.) (page/pages) Vol. (Vols.) (Volume/Volumes) Nº (Number) Suppl. (Supplement)</p>
Works without titles	<p>Indicate the authors and publication date; between brackets indicate that the material is a description of the publication, not a title; do not use italics. Add the publication location, editor and/or necessary information to locate the document.</p>
Example	<p>Bordi, F., & LeDoux, J. E. (1993). [Auditory response latencies in rat auditory cortex]. Unpublished raw data.</p>
Edition, report number, volume number, etc.	<p>Indicate additional information concerning publication to help identify and access a work (edition, report number, volume number, etc.) soon after the title and within parentheses. Do not use a period between the title and the parentheses.</p> <p>First editions do not need to be specified; it is only necessary to start including this information starting with the second edition. Editions should be placed within parentheses with their number after nº, and not in superscript, as in: 2nd ed.</p>
Examples	<p>Hofstede, G. (2001). <i>Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations</i> (2nd ed.). Thousand Oaks, CA: Sage Publications.</p> <p>Dollfus, O. (1997). <i>La mondialisation</i> [Collection La Bibliothèque de Sciences-Po]. Paris, France: Presses de Sciences-Po.</p>
Publication location	<p>Publication location should be indicated based upon the following criteria:</p> <p>Books: indicate the city of publication; in the case that the city is unknown, indicate the state.</p>
Examples	<p>Certeau, M. de (1990). <i>L'invention du quotidien: Arts de faire</i>. Paris, France: Gallimard.</p> <p>Scott, W. R. (2008). <i>Institutions and organizations</i> (3rd ed.). Thousand Oaks, CA: Sage Publications.</p>
	<p>Dissertations, Theses, Proceedings/Annals, Working Papers, Reports, Flyers and other isolated, non-periodical publications: indicate the city, state and country.</p>
Examples	<p>Heller, G., Stasinopoulos, M., & Rigby, B. (2006, July). The zero-adjusted inverse Gaussian distribution as a model for insurance claims. <i>Proceedings of the International Workshop on Statistical Modelling</i>, Galway, Ireland, 21.</p> <p>Sercovitch, F. C. (1988). Domestic learning, international technology flows and the world market: New perspectives for the developing countries [Working Paper Nº 189/ WEP 2-22]. <i>International Labour Organisation</i>, Geneva, Switzerland.</p>

Types of references

Books

<p>Complete book</p> <p>Example</p>	<p>In the case that the city where the Editor is located is not well known, add either the state or the country (use abbreviations for states). Place a colon after the location. If two or more publication locations are listed, indicate the first location listed in the book or, if specified, the Editor's headquarters.</p> <p>Last name, First initial (capitalized followed by a period). (Publication year within parentheses). <i>Title: subtitle</i> (if any) (additional information, if any). Publication location: Editor.</p> <p>Jarzabkowski, P. (2005). <i>Strategy as practice</i>. London, UK: Sage.</p>
<p>Complete book with editors</p> <p>Example</p>	<p>Last name, First initial (capitalized followed by a period). (Ed. or Coord. or Org.). (Publication year within parentheses). <i>Title: subtitle</i> (if any) (additional information, if any). Publication location: Editor.</p> <p>Williamson, O., & Winter, S. (Eds.). (1991). <i>The nature of the firm: Origins, evolution, and development</i>. Oxford, UK: Oxford University Press.</p>
<p>Edited book with only one author and one editor</p> <p>Example</p>	<p>Place the author first, and then add the editor within parentheses after the title.</p> <p>Last name, First initial (capitalized followed by a period). (Publication year within parentheses). <i>Title: subtitle</i> (if any) (First letter of editor's first name, abbreviated and capitalized, followed by a period. Last name, Ed.). (additional information, if any). Publication location: Editor.</p> <p>Tolkien, J. R. R. (1985). <i>The silmarillion</i> (C. Tolkien, Ed.). New York, NY: Del Rey.</p>
<p>Book with additional information</p> <p>Example</p>	<p>Any additional information supplied in the publication for the identification and access of the work (edition, report number, volume, etc.) should be indicated within parentheses soon after the title, and before the page numbers (Vol. 1, 2nd ed., p. 6). Don't use a period between the title and the parentheses.</p> <p>Sullivan, J., & Niemi, R. (Eds.). (2001). <i>Quantitative applications in the social sciences</i> (Vol. 7). Beverly Hills, CA: Sage Publications.</p>
<p>Book chapter</p> <p>Example</p>	<p>Last name, First initial (capitalized followed by a period). (Publication year within parentheses). <i>Title: subtitle</i> (if any) (chapter number, pages). Publication location: Editor.</p> <p>Yeung, H. W.-C. (Ed.). (2006). <i>Handbook on research in Asian Business</i> (Chap. 14, pp. 266-284). Cheltenham, UK: Edward Elgar.</p>
<p>Book chapter, edited</p>	<p>An edited book chapter should be presented in the following format:</p> <p>Last name, First initial (capitalized followed by a period). (Publication year within parentheses). Title of the book chapter. In Editor's first initial, capitalized and followed by a period. Editor's last name. (Ed. Or Coord. Or</p>

	Org.), <i>Title: subtitle</i> (if any) (additional information, if any, chapter pages). Publication location: Editor.
Observations	<p>Indicate the initials and last name for all of the editors preceded by 'In' (for extensive reference books that a large editorial council, identifying the chief editor, followed by et al. is sufficient).</p> <p>In the case that there are only two names, place '&' before the second name without a comma, and for three names or more place '&' before the last name and use a comma to separate the names.</p> <p>Place after the final last name, within parentheses, the identification (Ed./Eds. or Coord./Coords. or Org./Orgs).</p> <p>Indicate within parentheses, after the title, other additional elements (edition, volume, among others) that are important to access the work and the chapter. These elements precede the number of pages.</p>
Examples	Watson, M. W. (1994). Vector autoregressions and cointegration. In R. F. Engle, & D. L. McFadden (Eds.), <i>Handbook of econometrics</i> (Vol. 4, Chap. 47, pp. 2843-2915). Amsterdam, Netherlands: Elsevier.
Revised edition	<p>Add within parentheses after the Title (Ed. rev.), for articles in Portuguese, and (Rev. ed.) for articles in English.</p> <p>Last name, First initial (capitalized followed by a period). (Publication year within parentheses). <i>Title: subtitle</i> (if any) (Ed. Ver. Or Rev. ed.). Publication location: Editor.</p>
Example	Bryson, J. (1995). <i>Strategic planning for public and non-profit organization</i> (Rev. Ed.). San Francisco, CA: Jossey-Bass Publishers.
Collection	Last name, First initial (capitalized followed by a period). (Publication year within parentheses). <i>Title: subtitle</i> (if any) (Vol., ed., pp.). (Add the collection name). Publication location: Editor.
Example	Dollfus, O. (1997). <i>La mondialisation</i> [Collection La Bibliothèque de Sciences-Po]. Paris, France: Presses de Sciences-Po.
Antique or translated works	<p>In the case of a very old work, cite the original publication date for the work, followed by the year of the version used as actual reference, or the year of translation, when the original date is unknown, add 'versão' for articles in Portuguese, and 'version' for articles in English.</p> <p>In the reference list indicate within parentheses, after the title, the name of the translators, (use 'Trans.')</p> <p>followed by the publication location, editor and, within parentheses, the publication year of the original article.</p> <p>Last name, First initial (capitalized followed by a period). (Publication year within parentheses). <i>Title: subtitle</i> (if any) (additional information (if any) and translator's First initial. Last name, Trans.). Publication location: Editor. (Original work published and add the publication year).</p>
In the text body	(Piaget, 1936/1952)
In the reference list	Piaget, J. (1952). <i>The origins of intelligence in children</i> (M. Cook, Trans.). New York, NY: International University Press. (Original work published 1936)

Academic journals/periodicals

Academic journals should contain all additional important information necessary to identify and access the work soon after the title. Indicate the volume number (in *italics*), edition number (when available), pages and the Digital Object Identifier (DOI)

Complete periodical/journal	In order to cite a complete edition of a periodical/journal in its entirety, indicate the authors of the edition, the title, volume, and (edition number within parentheses).
Example	Quintella, R. H., & Carneiro, J. (Eds.) (2011). Editorial. <i>Brazilian Administration Review</i> , 8(2). http://dx.doi.org/10.1590/S1807-76922011000200001
Exception	In the case where an edition does not have editors, place the title in the position of the author.
Printed articles with DOI	Include the DOI number, when available, after the volume number (in <i>italics</i>), edition number (when available and within parentheses) and pages.
Example	Hamel, G. (1991). Competition for competence and inter-partner learning within international strategic alliances [Special Issue]. <i>Strategic Management Journal</i> , 12, 83-103. http://dx.doi.org/10.2307/2486643
Printed articles without DOI	Last name, First initial (capitalized followed by a period). (Publication year within parentheses). Article Title, <i>Journal/Periodical name</i> , volume (edition number within parentheses) pages.
Example	Needell, J. (2001). Provincial origins of the Brazilian state: Rio de Janeiro, the monarchy, and national political organization, 1808-1853. <i>Latin American Research Review</i> , 36(3), 132-153.
Periodicals or Journals with editors	Last name, First initial (capitalized followed by a period). (Publication year, month within parentheses). Article title. In 'First initial', Last name, (Ed.) <i>Journal/Periodical Name</i> , (Additional data: volume, number, pages). Editor.
Supplement to a printed article	Add within parentheses after the volume number 'Suppl.', and the number if available.
Example	Easton, P. D. (1998). Discussion of revalued financial, tangible, and intangible assets: Association with share prices and non market-based value estimates. <i>Journal of Accounting Research</i> , 36(Suppl.), 235-247. https://doi.org/10.2307/2491315
Editorial	Signed
Example	Carneiro, J. (Ed.) (2011). Editorial. <i>Brazilian Administration Review</i> , 8(3). http://dx.doi.org/10.1590/S1807-76922011000300001
	Unsigned
Example	"What is a disaster" and why does this question matter? [Editorial]. (2006). <i>Journal of Contingencies and Crisis Management</i> , 14, 1-2. https://doi.org/10.1111/j.1468-5973.2006.00475.x

Article from a monthly Magazine Example	Indicate the year and month for monthly periodicals and add the volume/number/ collection/section, (if available) and pages. Last name, First initial (capitalized, followed by a period). (year and month of publication). Article title. <i>Periodical name</i> , volume/number/collection/section, pages. Paul, D. (2012, June). Trying time. <i>Indianapolis Monthly</i> , 12(35), p. 39.
Article from a weekly periodical Example	Indicate the year, month and day for weekly periodicals, adding the volume/number/collection/section (if available), and pages. Posner, M. I. (1993, October 29). Seeing the mind. <i>Science</i> , 262, 673-674. https://doi.org/0.1126/science.8235585
Article in a newspaper Example	Indicate the year, month, and day, adding the number/collection/section and the number of pages, preceded by p. or pp. Solow, R. M. (1987, July 12). We'd better watch out. <i>New York Times Book Review</i> , 36.
Article in an informative bulletin	Indicate the date presented for the edition (year, month, day), adding the number/collection/section and the number of pages, preceded by p. or pp. Last name, First initial (capitalized, followed by a period). (year, month and day of publication). Article title. <i>Bulletin/Paper name</i> , number/collection/section, pages.
Electronic periodical Example	Use 'Retrieved from' and add the link (web address) to access the article. Castañeda, D. I., & Ríos, M. F. (2007). From individual learning to organizational learning. <i>The Electronic Journal of Knowledge Management</i> , 5(4), 363-372. Retrieved from http://www.ejkm.com/issue/download.html?idArticle=120
Electronic version of a printed periodical Example	Add between brackets, after the article title [Electronic version]. Vandebos, G., Knapp, S., & Doe, J. (2001). Role of reference elements in the selection of resources by psychology undergraduates [Electronic version]. <i>Journal of Bibliographic Research</i> , 5, 117-123.
Online articles with DOI Example	Include the DOI, when available, for online articles after the access link (web address). Martinez, A. L., & Castro, M. A. R. (2011). The smoothing hypothesis, stock returns and risk in Brazil. <i>Brazilian Administration Review</i> , 8(1), 1-20. Retrieved from http://www.scielo.br/pdf/bar/v8n1/v8n1a02.pdf . http://dx.doi.org/10.1590/S1807-76922011000100002
Online articles without DOI	Add the link (web address) to access the document after the volume, number and pages.

Example	Lin, L., & Kuo, C. (2007). Stock recommendations and analyst conflicts of interest: Evidence from the Taiwan stock market. <i>Web Journal of Chinese Management Review</i> , 10(2), 1-24. Retrieved from http://cmr.ba.ouhk.edu.hk/cmr/webjournal/v10n2/CMR116E06.pdf
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Academic meetings

Annals / proceedings	Indicate, within parentheses, the event's publication year, followed by the month. Soon after the event's complete name, add the city, state, country, and event number. Last name, First initial. (year, publication month). Work title. <i>Complete name for the event</i> , city, state, country, event number.
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Example	Junglas, I., & Watson, R. (2003, December). U-commerce: A conceptual extension of e-commerce and m-commerce. <i>Proceedings of the International Conference on Information Systems</i> , Seattle, WA, USA, 24.
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Poster session or paper presentation at meetings and symposia	Indicate within parentheses, the event's publication year, followed by the month. Soon after the title, add the presentation session, city, state, country, and event number.
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Example	Ruby, J., & Fulton, C. (1993, June). <i>Beyond redlining: Editing software that works</i> . Poster session presented at the annual meeting of the Society for Scholarly Publishing, Washington, DC.
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Dissertations, theses, monographies, and capstone projects

Printed Dissertations and Theses	Last name, First initial (capitalized, followed by a period). (year of publication). <i>Article title</i> . (Type of document). Affiliated institution, city, state, country.
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Example	Ariffin, N. (2000). <i>The internationalisation of innovative capabilities: the Malaysian electronics industry</i> (Doctoral dissertation). Science and Technology Policy Research, University of Sussex, Brighton, England. Sabbagh, S. A. (2009). <i>Investigating oral presentation skills and non-verbal communication techniques in UAE classrooms: A thesis in teaching English to speakers of other languages</i> (Master thesis). American University of Sharjah, Sharjah, United Arab Emirates.
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Dissertations or Theses published on university websites	In the case of dissertations and theses available for consultation in a university's digital library, add the web address used to access the work.
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Example	Criscuolo, P. (2004). <i>R&D internationalisation and knowledge transfer: impact on MNEs and their home countries</i> (Doctoral dissertation). Universiteit Maastricht, Maastricht, Netherlands. Retrieved from http://www.merit.unu.edu/publications/phd/PCriscuolo.pdf
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Electronic media

Electronic or digital documents

Electronic documents **should indicate the publication year**, or in the case of a source that is regularly updated, add the most recent update date. Indicate, after the title, sufficient information to locate the material. Use the term ‘Retrieved’. The web address should be complete, allowing for immediate access to the document.

Example

R Development Core Team. (2007). *R: A language and environment for statistical computing. R foundation for statistical computing, Vienna, Austria*. Retrieved from <http://cran.r-project.org/doc/manuals/refman.pdf>

Electronic data archive/file or database

Indicate the author or primary collaborator, the publication date (should be the year in which the data archive/file or database were first made available). Indicate the title and, within brackets after the title, identify the source as a data archive/file or database. Don’t use a period between the title and the material within brackets. Indicate the location and name of the data supplier. Use the terms ‘Retrieved’. The electronic (web) address should be complete, allowing immediate access to the document.

It is not necessary to include when you consult that source, except if this material is subject to frequent change, such as Wikipedia entries. Because this information is designed to be constantly updated, it’s important to let readers know when you retrieved it.

Examples

Economática. (n.d.). *Data base*. Retrieved from http://economica.com.br/en_anac_base-de-dados.html

Database

Indicate the authors or primary collaborators, the publication date (should be the year in which the database was first made available), the dataset title, the data repository or archive, the database version, and the global persistent identifier.

Examples

Gary King; Langche Zeng, 2006, “Replication data for: When Can History be Our Guide? The Pitfalls of Counterfactual Inference”, Harvard Dataverse, V2, <http://hdl.handle.net/1902.1/DXRXCFAWPKUNF:3:DaYIT6QSX9r0D50ye+tXpA==>

Hanmer, Michael J.; Banks, Antoine J., White, Ismail K., 2013, “Replication data for: Experiments to Reduce the Over-reporting of Voting: A Pipeline to the Truth”, Harvard Dataverse, V1, <http://dx.doi.org/10.7910/DVN/22893UNF:5:eJOVAjDU0E0jzSQ2bRCg9g==>

Personal communications

Citation of personal communications (letters, memorandums, electronic communications [email, discussion boards, message boards, and electronic alerts], telephone conversations and similar). As these do not consist of recoverable data, **do not include them in the reference list**. Only cite personal communications within the body of the text. Supply the initials, the last name of the communicator and the most exact date possible.

Examples

T. K. Lutes (personal communication, April 18, 2001).
(T. K. Lutes, personal communication, April 18, 2001).

<p>Entire website</p>	<p>Citation of a website in its entirety should be placed within the body of the text as the complete website address and the date the research data was retrieved, and does not need to be listed in the reference list.</p>
<p>Example</p>	<p>This survey was accomplished in partnership with E-BIT (http://www.ebit.com.br, retrieved February 15, 2010), a Brazilian company specializing in Internet purchasing research</p>
<p>Computer, software, or programming language programs</p>	<ul style="list-style-type: none"> ▪ If the individual has the authoring rights to the software, indicate their name as author; in other cases, treat such references as works without authors. ▪ Within brackets, soon after the title or additional information needed to identify and recover the source, identify the source as: a computer, programming language, or software program. Don't use a period between the title and the material within brackets. ▪ Indicate the location and the name of the organization that produced the work in place of an Editor. ▪ Indicate any additional information necessary to recover and identify the source between parentheses at the end of the title (for example, version number, if they are not part of the software). ▪ To reference a manual, give the same information. However, within the brackets after the title, identify the source as a computer program or software manual.
<p>Examples</p>	<p>Metastock. (2006). (Version 10.0) [Software]. Salt Lake City, UT, USA: Equis International.</p> <p>Ventana Systems, Inc. (2004). <i>Vensim help manual</i> (Version 5.3a.). [Software]. Harvard, MA: Author. Retrieved from http://www.vensim.com/freedownload.html</p>
<p>Internet Message boards, Electronic Mailing lists, and other online communities</p>	<p>“The Internet offers several options for people around the world to sponsor and join discussions devoted to particular subjects. These options include blogs, newsgroups, online forums and discussion groups, and electronic mailing lists” (APA, 2010, p. 214).</p> <p>“If the author’s full name is available, list the last name first followed by initials. If only a screen name is available, use the screen name.... Provide the exact date of the posting” (APA, 2010, p. 215).</p> <p>Author, A. (Year, month day). Title of post [Description of form]. Retrieved from http://www.xxxxxx</p> <p>Examples of the Message posted to a newsgroup, online forum, or discussion group</p> <p>Rampersad, T. (2005, June 8). Re: Traditional knowledge and traditional cultural expressions [Online forum comment]. Retrieved from http://www.wipo.int/roller/comments/ipisforum/Weblog/theme_eight_how_can_cultural#comments</p> <p>Examples of the Message posted to an electronic mailing list</p> <p>Smith, S. (2006, January). Re: Disputed estimates of IQ [Eletronic mailing list message]. Retrieved from http://tech.groups.yahoo.com/group/ForensicNetwork/message/670</p> <p>Examples of the Blog post</p> <p>Provide a description of de message in brackets after the title. Include the name of the list to which the message was posted, if this information is not part of the URL.</p>

Examples of the Video blog post	<p>PZ Myers. (2007, January 22). The unfortunate prerequisites and consequences of partitioning yur mind [Web log post]. Retrieved from http://scienceblogs.com/pharyngula/2007/01/the_unfortunate_prerequisites.php</p> <p>A blog comment would be referenced as follows:</p> <p>Note: In the second example a screen name is used for the author name. The author has adopted a nickname, or screen name, to use when posting comments to this web log.</p> <p>MiddleKid. (2007, January 22). Re: The unfortunate prerequisites and consequences of partitioning your mind [Web log comment]. Retrieved from http://scienceblogs.com/pharyngula/2007/01/the_unfortunate_prerequisites.php</p> <p>Norton, R. (2006, November 4). <i>How to train a cat to operate a light switch</i> [Video file]. Retrieved from http://www.youtube.com/watch?v=Vja83KLQXZs</p>
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Manuals, textbooks, working papers, reports, and others

Manuals, unpublished documents, brochures, talking points	Include, after the title, the type of publication within brackets.
Example	Lohmöller, J. B. (1984). <i>LVPLS program manual: Latent variables path analysis with partial least squares estimation</i> [Manual]. Köln: Zentralarchiv für Empirische Sozialforschung, Universitst zu Köln, Germany.
Working paper	<p>Bebchuk, L. (1999). A rent-protection theory of corporate ownership and control [Working Paper n° 7203]. <i>National Bureau of Economic Research</i>, Cambridge, MA, USA.</p> <p>Yang, S. A., & Birge, J. R. (2013). How inventory is (should be) financed: Trade credit in supply chains with demand uncertainty and costs of financial distress [Working Paper]. <i>Social Science Research Network</i>, Rochester, NY. Retrieved from http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1734682</p>
Technical and research reports	In the case that the responsible organization has assigned a number to the report, indicate this within parentheses after the title. Add the city and state of publication, the exact name of the specific department, division, agency, or institute that published or produced the report.
Example	<p>Suk, K., & Mitchell, A. (2004). <i>The effect of usage situation familiarity on memory, brand retrieval, and consideration</i> (Unpublished report/2004), Toronto, ON, Canada, University of Toronto.</p> <p>Kessy, S. S. A., & Urrio, F. M. (2006). <i>The contribution of microfinance institutions to poverty reduction in Tanzania</i> (Research Report N° 06.3). Retrieved from</p>

Interview or Testimony

[http://www.repoa.or.tz/documents_storage/Publications/Reports/06.3_K
essay_and_Urio.pdf](http://www.repoa.or.tz/documents_storage/Publications/Reports/06.3_K
essay_and_Urio.pdf)

Smith, M. B. (1989, August 12). Interview by C. A. Kiesler [Tape recording]. *President's Oral History Project*, American Psychological Association. APA Archives, Washington, DC.

REFERENCES

- American Psychological Association. (2003). *Publication manual of the American Psychological Association* (5th ed.). Washington, DC: Author.
- American Psychological Association. (2010). *Publication manual of the American Psychological Association* (6th ed.). Washington, DC: Author.
- Dataverse. (n. d.) *Data citation*. Retrieved from <https://dataverse.org/best-practices/data-citation>