Kauffman Fellows Press Style Guide

Chapter, article, and book titles are all Title Case.

Reference List
Alphabetize: For reference entries that start with "A" or "The," keep the article in place but alphabetize under the following major word. e.g., *The Social Network* gets wriiten as shown, but alphabetized under "S."

Books:
Author1, FirstName1, First Name2, Author2 and First Name 3, Author3. YYYY. *Title of Book*. Translated by TFirst TLast. City, Publisher.

AuthorName(s). YYYY. *Title of Book*, vol. 2. City, Publisher.
AuthorName (editor). YYYY. *Title of Book*, vol. 2. City, Publisher.

Chapters:
AuthorName(s). YYYY. "Title of Chapter." In E. Editor and F. Feditor (editors), *Title of Book*, xxth edition. City, Publisher. pp. xx–yy. [or Ch. 2]

Arrow, Kenneth. 1962. "Economic Welfare and the Allocation of Resources for Invention." In *The Rate and Direction of Inventive Activity: Economic and Social Factors*, National Bureau of Economic Research. Princeton, Princeton University Press. pp. xx–yy.

Journals:
AuthorName(s). YYYY. "Title of Article." *Journal Name* VOL, xx–yy.
AuthorName(s). YYYY. "Title of Article." *Journal Name* VOL(Iss), xx–yy.
AuthorName(s). YYYY. "Title of Article." *Journal Name* Month.

Re-Published:
    Books:
AuthorName(s). originalYYYY. *Title of Book*. Translated by TFirst TLast. City, Publisher [reprintYYYY].

    Chapters:
AuthorName(s). originalYYYY. "Title of Chapter." In E. Editor and F. Feditor (editors), *Title of Book*, xxth edition [reprintYYYY]. City, Publisher. pp xx–yy.

    For Reprinted Books and Chapters, citations use original YYYY.

    Journal Articles:
AuthorName(s). reprint YYYY. "Title of Article." *Journal Name* VOL(Iss), xx–yy [original YYYY].

    For Reprinted Journal Articles, citations use reprint YYYY.

Secondary Sources:
Treat the same as APA – in text use "as cited in" or "as quoted in", and in the reference list show only the source actually used (the secondary source)

Newspaper
Arango, Tim. 2010. "How the AOL-Time Warner Merger Went Wrong." *New York Times*, 10 January. p. 1, Media & Advertising section.

Blogs

Kaplan, Steven. 2009. "How to Fix Business Schools." *Harvard Business Review blog* [blog debate], 9 April. http://www.blahblahblah.com/blah (accessed DD Month YYYY)

Twitter

Moffitt, Sean. 2012. *@SeanMoffitt*, 27 June [Twitter post; used with permission]. https://twitter.com/SeanMoffitt/status/...

General Web Page Content

Author(s). YYYY. "Title of Page." *Website Title/Owner*, DD Month. http://URL (accessed DD Month YYYY). [where "DD Month" after the website name is the date of the article referenced, if any]

Jacowski, Tony. 2007. "Six Sigma vs. Total Quality Management." *The Project Management Hut*, 28 May. http://www.pmhut.com/six-sigma-vs-total-quality-management (accessed 31 May 2012).

Speech

Minimum required: **speaker, year, where/to whom delivered, title, some information on how the reader can find it, like a URL**. If the reader can't go find it, then it should be treated as a personal communication--cited using a footnote in the text and not listed in the reference list. Still would need the info above except for the how to find it part.

Page, Larry. 2009. Commencement address at University of Michigan. Transcript retrieved from http://www.google.com/intl/en/press/annc/20090502-page-commencement.html

Borison, Adam. 2003. "Real Options Analysis: Where are the Emperor's Clothes?" Presentation to Real Options Conference, Washington DC, July 22.

Working paper

If no # or URL is available, must put "Available from authors." at the end.

Damodaran, Aswath. 2008. "The Promise and Peril of Real Options." NYU Working Paper. http://www.stern.nyu.edu/~adamodar/pdfiles/papers/realopt.pdf

Cording, Margaret, Petra Christmann, and L.J. Bourgeois. 2002. "A Focus on Resources in M&A Success: A Literature Review and Research Agenda to Resolve Two Paradoxes." University of Virginia Darden School Working Paper xxx.

Thesis

Drnevich, Paul. 2006. "Overview of the Business Value of IT Literature." Dissertation, Purdue Krannert School of Management. Ch. 1. http://www.krannert.purdue.edu/academics/mis/workshop/PD0_032406.pdf

Axline, Sheryl. 2001. "Proactive Adaptation in ERP Teams: Mechanisms of Team Learning." Unpublished doctoral dissertation, Claremont Graduate University.

Chapter of a thesis:
Drnevich, Paul. 2006. "Overview of the Business Value of IT Literature." In Resources, Capabilities, and Performance Heterogeneity. Dissertation, Purdue Krannert School of Management. http://www.krannert.purdue.edu/academics/mis/workshop/PD0_032406.pdf.

Corporate report

Requires: **Company, year, title, and way to access**. "Available from author" works if writer got it from the author directly. Otherwise need a url or the location of publication and publisher name, if the writers only have a hard copy.

Covert, Michael. 1997. *Successfully Performing BPR*. Visible Systems Corporation. http://blahblablah.com

Boston Consulting Group. 1975. *Strategy Alternatives for the British Motorcycle Industry* Vols. 1-2. London, Her Majesty's Stationery Office.

Goldman Sachs. 2005. *Investment Research Report–Software*. 17 February. http://….

Conference proceeding
Knight, Gary A. and S. Tamer Cavusgil. 1997. "Emerging Organizational Paradigm for International Marketing: The Born Global Firm." In *Proceedings: 1997 Annual Meeting, Academy of International Business*. Honolulu DD Month.

Film
Bridge on the River Kwai. 1957. [Film] Directed by David Lean. USA, Columbia Pictures.

Radio broadcast
NPR Staff. 2012. "Stanford's Next Lesson: Free Online Courses for Credit." [*All Tech Considered* audio recording] 20 July. http://www.npr.org/...

Dictionary
Citation: (Dictionary name n.d., "word defined")
Referernce: Word defined. n.d. In *Name of Dictionary*. http://www…..

Data set
Author. YYYY.*Title of Data Set* [Data file]. http://www…..

Author's initials
KFPress has decided to handle authors' initials the same as APA – "R. S. Smith" (not "R.S. Smith") – in all uses (reference list and in-text)

In-Chapter listing of each "Source" (Ivory Tower)
Books:
First1 Last1 and First2 Last2, *Title of Book* (YYYY), Chapter x. [last part if needed]

Chapters:
AuthorName(s), "Title of Chapter" (YYYY), in E. Editor and F. Feditor (editors), *Book Title.*

Henry Mintzberg, "The Manager's Job: Folklore and Fact" (1975), in R. Vecchio (editor), *On Leadership* (2007).

Journals:
AuthorName(s), "Title of Article" (YYYY), *Journal Title.*

In-Text citations
Single Author (Nairn 1997)

Two Authors (Geis and Bunn 1997)

Three or More Authors (Geis et al. 1997) after 1st occurrence

Group or Corporate Author (Global Environment Coordination 1994)

For direct quotations
the page number is also included (Nairn 1997, p. 73)

…blah blah blah" (p. 73).

It's OK to change the capitalization of the first letter of a quotation to suit the text. Use brackets as follows: … [B]lah blah blah" (p. 73).

use ellipses at start or end of a quotation only if it is important to the meaning of the quote (same as APA)

For direct quotations from sources without page numbers use subheading, chapter, paragraph number, or other organizational division of the work.
    (Yetman, under "Slave Narratives during Slavery and After")
Then just put a semicolon between multiple sources in the parentheses, as usual.

Video/movie direct quote
(video at 12:56)

Quotes 30+ words long: use block quote format.

Nested parentheses OK
blah blah (Porter (1992) blah blah blah).

Statistics need page # in citation

References to other works, in parentheses
Some companies use an education intervention (like Peter Senge's 1990 learning organization model) to deliberately build a new set of shared assumptions.

Personal communication
(personal communication, DD Month YYYY)

Text and Paragraph Formatting

Headings

Widow headings. No. Must have 2+ sections at each heading level used.

<u>Chapter headings/Heading 1</u> – created in Adobe Illustrator & pasted in as pictures to the Word document

STRATEGY 1

<u>Heading 2</u>

1. MICHAEL PORTER'S COMPETITIVE FORCES

Font & Size: Optima 12, small caps
Alignment: centered
Spacing: single spaced, 10pt before 4pt after
Misc: keep with next

<u>Heading 3</u>

Discussion and Implications

Font & Size: Questrial 11
Alignment: left
Spacing: single spaced, 10pt before 4pt after
Border: bottom, ¼ pt, gray color = "background1 35%", spacing of border from text: 1pt top/bottom, 4pt left & right
Misc: keep with next

<u>Heading 4</u>

Intensity of Rivalry Among Existing Competitors

Font & Size: Didot 10, italic
Alignment: left
Spacing: single spaced, 10pt before 0pt after
Misc: keep with next

>   Font & Size: Didot 10, italic
>   Alignment: left
>   Spacing: single spaced, 10pt before 0pt after
>   Misc: keep with next

Text – Paragraph Styles

Body Text
>   Font & Size: Garamond 11
>   Alignment: first line indented .22"
>   Spacing: single spaced, 0pt before/after

Body Text2
>   Font & Size: Garamond 11
>   Alignment: left
>   Spacing: single spaced, 0pt before/after

List Bullet 1
Used for bullets that are each a complete sentence
>   Font & Size: Garamond 11
>   Alignment: hanging .22"
>   Spacing: single spaced, 0pt before, 6pt after, but don't add space between

List Bullet 2
Used for bullets that are elements of one single sentence that starts before the bulleted list, and ends at the end of the last bullet.
>   Alignment: left .22, hanging .22"
>   Special:
>   - all of these bullets start with a lower-case letter, as they are part of a sentence
>   - the end of each bullet item has either a comma or a semicolon (used if one or more bullet items has commas in its text
>   - second-to-last bullet will end with ", and" or "; and"

List Number
Used only for lists where order is important (i.e., items describe a sequence of ideas or thoughts that only flow in a particular order).
>   Alignment: hanging .25"
>   Spacing: single spaced, 0pt before, 6pt after, but don't add space between

Block Quote
Used for quotations of 30 words or more.
>   Font & Size: Garamond 11
>   Alignment: indented .4"
>   Spacing: single spaced, 3pt before/after

Footnote Text

Font & Size: Garamond 9.5
Alignment: left

Bibliography
Used for the reference list of sources at the end of each chapter
Font & Size: Garamond 10
Alignment: hanging .2"
Spacing: single spaced, 2pt before/after
Special: keep lines together

Further Reading Heading
Used for the section number/name in the "Further Reading" list
Font & Size: Garamond 10
Alignment: hanging .2"
Spacing: single spaced, 2pt before/after
Special: keep lines together

Bibliography
Used for the reference list of sources at the end of each chapter
Spacing: space after 6pt
Special: rest is same as Bibliography

Text – Character Styles

CloseQuote
Used for the end of a quotation that ends in ," or ."   This formatting squeezes them together so that the quotation marks are closer to the comma or period (not "hanging out there).
Spacing: condensed by 1pt

Footnote Citation # in Main Text
Font & Size: Garamond 11
Alignment: superscript

Hyperlink & Followed Hyperlink
Font: black, no underline

Formulas
Special: for subscripted/superscripted letters or numbers, do not use "subscript" or "superscript" menu options. Use Format/Font/Advanced/Position-Lowered 3pt, Position-Raised 3pt
$k_e = k_2 + 7x$

Italics
Used when a word is being defined:
Blah blah *tiger* is a large Asiatic feilne blah blah blah

Bold.
Use Bold + . for mini-headings in bullet and number lists. What follows the period must be a complete sentence.

Blah blah blah paragraph before the bullet list.
- **Timing and Know-How.** The most fundamental knowledge in the soft drink industry is how to…
- **Stronghold Creation.** The key to creating and controlling a geographic stronghold in soft drinks is…
- **Deep Pockets.** Coke initially used its resources to drive out other competitors, including appea…

Single Quote Marks
Only use for quote-inside-a-quote. All other instances use normal, double quotation marks.

Grammar & Punctuation Specifics

Ellipses
Use Word's automatic ellipses   …
No spaces on either side of ellipsis
If text before & after are in different sentences, add one more period that's the end-of-sentence marker for the preceding sentence (making a total of 4 dots).

In-line Lists
If the intro text makes mention of a number, use (1) (2) (3), otherwise use (a) (b) (c).

> I did 3 things this morning: (1) fed the cat, (2) ate breakfast, and (3) brushed my teeth.
> I did many things this morning: (a) fed the cat, (b) ate breakfast, and (c) brushed my teeth.

Paragraph Length
Must be 2+ sentences long; no 1-sentence paragraphs.

Rhetorical Questions/Question Within a Sentence.
Lead-in text ends with a comma
Question is surrounded by quotes
Starts with a capital letter

For 2 questions in the same sentence, format as above except add a period after the close quote of the second question.

> …and the question becomes, "Will it rain enough this year?"….
> …and the questions are now, "Will it rain enough this year?" and "Will we have enough sunshine?".

Latin Abbreviations
i.e., e.g., etc., and vs. can only be used in parenthetical remarks
i.e. and e.g. are followed by a comma, then a space
> …blah blah {i.e., yadda yadda yadda).

Use <u>either</u> e.g. or etc. bot not both.
e.g. lists do not include the word "and" or "or" before the final list item
> ...fruit (e.g., apples, bananas, grapes, cherries).

"-ly" Hyphenation
Hyphenation is <u>not</u> done with words ending in "-ly". [In the case of a long sentence with many adjectives, it is the editor's discretion to allow selected exceptions.]
> …wholly owned subsidiary...
> …independently managed organization…

Numbers vs. words
Generally follow APA guidelines, except that when a time period is being referred to in a general sense, write out the number in words, even if it's >10.
e.g., "over the past twenty years"

<u>Business-informal rule</u>: When speaking in general terms, OK to use 30% instead of "thirty percent" or "30 percent"
<u>Business-informal rule</u>: OK to use # sign if it's in a self-contained/coined phrase: "Prediction #10", but not "#10" by itself.

Hyphenation of long phrases
Use the minimum # hyphens as possible to link the ideas together in the correct groupings:

      social technology-driven company

Tables and Figures

Number figures and tables as Ch#-Table# or Ch#-Figure# (Table 1-1, Table 5-3, Figure 7-1, Figure 2-2)

Tables

Title
Title goes above the table, left-aligned.
   Font & Size: Optima 10
   Alignment: left
   Spacing: single spaced, 0pt before 6pt after
   Case: Title Case (With NO period at the end)
   Special: use a colon in between # and title (e.g., Table 4: Blah Blah Blah)

Header Row & Borders

   Borders:
      very top & very bottom – horzontal 1.5pt
      underneath header row – horizontal 0.5pt
      NO VERTICAL BORDERS
   Column Titles: Garamond 10 bold

Note
Note goes underneath table

   Spacing: single spaced, 4pt before 0pt after; include one more carriage return after the note before the following text.
   Font: same font & size as Body Text style
   Font style: *Note.* in italics, rest in plain text
   Special: Note will contain attribution.

Table 3: Machiavelli's Advice for Readers in the 21st Century

Machiavelli's language	Advice for corporate leaders
Those used to their rule are less troublesome subjects.	The increased mobility of modern workers creates less tenure of the workforce, and makes leading more of a challenge for today's executives.
On acquiring a new state, maintain the culture and live among the subjects.	When acquiring a company, maintain those elements of culture that provide identity to the target employees, and immerse yourself in their culture and business as much as possible to create a sense of shared community.
The circumstances of the state dictate the ease of control.	Contingency theory emphasizes the importance of adapting your leadership style to your current context.
Those accustomed to freedom expect it.	Empowered employees will seek to remain empowered.
Cruelty is well-used when performed all at once rather than increased over time.	If layoffs are necessary, it is better to have one significant round early on and then move on, rather than introduce successive iterations of layoffs.

Note. Authors' table; data from Mintzberg (1975).

Figures

Figure
      Font & Size: Trebuchet 9
      Alignment: figure can be center-aligned or left-aligned; text does not wrap

Caption
Title goes below the figure, left-aligned.
      Font & Size: Optima 10
      Alignment: left
      Spacing: single spaced, 0pt before 6pt after
      Case: Title Case. (with a period at the end)
      Special: use a period in between # and title (e.g., Figure 3. Blah Blah Blah)

Attribution
Note goes a footnote

      Font: use default footnote text
      Font style: *Note.* in italics, rest in plain text
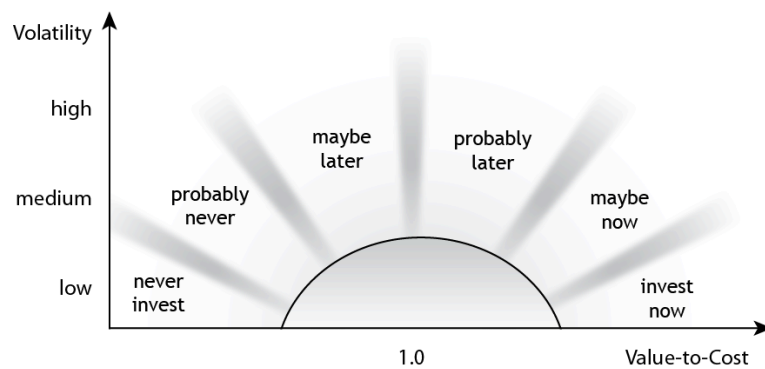   Special: Note will contain attribution.

Figure 2. Decision-Making with Real Options.[1]

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[1] Authors' image; data from Luehrman (1998).

Specific Words & Phrases
Below are our chosen spellings of certain words.

naïveté
startup
follow-up
decision-making
mis-estimation
inter-firm
internet
e-book
greenfield
ex post
ex ante
en masse
ad nauseam
BCE and CE (not BC & AD)
silo-ed (not silo'd or siloed)

check for overuse of words like "thus", "therefore", "utilize"