



The Brazilian Academy of Management

**ANPAD ACADEMIC JOURNALS DEPARTMENT**

**SUBMISSION MANUAL**

**BRAZILIAN ADMINISTRATION REVIEW – BAR**

**VERSION 2013**

**RIO DE JANEIRO**

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The Brazilian Academy of Management

## INTRODUCTION

The Academic Journals Department of ANPAD has adopted the American Psychological Association (APA) style for citations and references in papers submitted to the *Brazilian Administration Review* (BAR) since August 1, 2005.

In case you have questions or experience difficulties regarding submission of your work to BAR, please contact us at [bar@anpad.org.br](mailto:bar@anpad.org.br).

Jorge Carneiro  
Editor-in-Chief  
Brazilian Administration Review

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## **PUBLICATION GUIDELINES**

The BAR is the international periodical of ANPAD (The Brazilian Academy of Management) and its mission is to contribute to a deeper understanding of Business Theory and its managerial implications by means of the international dissemination of relevant papers in theoretical development and empirical research produced by the Brazilian academia as well as by researchers from other countries.

BAR publishes articles consisting of theoretical development as well as empirical papers in the area of Business Administration. Different theoretical and methodological perspectives in the treatment of themes are acceptable as long as they are consistent and relevant. Papers with greater potential for having an international impact will be given preference. We understand that this impact can be caused by the theoretical development of the papers as well as empirical studies that have a national (or international) amplitude, papers that cover large Brazilian organizations, typical Brazilian organizations, or also those that consider cross-country comparisons. To be published in BAR, articles must bring relevant theoretical or empirical contributions.

The target audience of the BAR is the domestic and international academic community in the field of Business Administration. Submitted articles must be unpublished, both nationally and internationally, and should not be under consideration for publication in any other channel of communication. Papers published in conference proceedings may possibly be considered by the Editorial Council as long as they are in a final article format. The articles must be written in the English language. Texts written by a single author can be in the first person singular or in the third person impersonal, and articles with more than one author can be written in the first person plural or in the third person impersonal.

Beginning January 1st, 2007, ANPAD periodicals limited the number of articles submitted to BAR to two per author per year, independent 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 rejected.

## INSTRUCTIONS FOR SUBMISSION

Articles and professional commentaries should be submitted electronically. As part of the submission process, it is necessary to declare to which category your article should be placed in within the following fields:

- . Entrepreneurship, Finance, Human Resources & Labor Relations Management, Information Management, International Management, Logistics & Operations Management, Marketing, Organization & Management Theory, Organizational Behavior, 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. Submit the file as a complete text without any identification of the authors, including: the title; a summary, containing the objective, methods, results, and conclusions (the summary can be a maximum of 1,350 characters, including spaces); as well as three to five key words.
2. Fill out the data concerning the authors, as solicited by the system. In the field Bio statement include **academic position/responsibilities** and **associated institutions** (a maximum of two per author), **complete address, e-mail, telephone, and fax** (in the case of a student, please include the degree program and associated institution).

Please fill out the information regarding the authors as requested by the system, except for the field Bio statement, as shown in the example (**THIS IS REQUIRED FOR ALL AUTHORS**). Only include information relating to **position/title, respective institutions** (a maximum of two per author; for student authors, include their program of study and respective institution), **complete address, telephone number (for direct contact), and fax number, if available**. If there is more than one author, place the authors' names in order according to their respective contributions to the article.

#### EXAMPLE – FIELD BIO STATEMENT:

Name	Write your complete name, with first letters capitalized. 
Web address of your online CV	<a href="http://lattes.cnpq.br/000000000000">http://lattes.cnpq.br/000000000000</a> (use the web address of your currículo Lattes, if applicable).
Institution/Affiliation	Write the institution where you work or study.
Country	Write your country of residence.
Bio statement	Teacher at XXXXXXX. (include your position/title, respective institutions (a maximum of two per author, and in the case of students, their respective program of study and institution). <b>Address:</b> Write your address for contact purposes. <b>Telephone</b> (for direct contact) and fax, if available: (XX) 1111-0000/0000-1111 (please include country code and area code, if applicable).

3. Works that represent the publication of the same research with a different focus (for distinct audiences), or that have been previously presented in events, should explicitly mention these facts at the time of submission in 'Comments for the Editor'.
4. **Attention:** Step 4 – Add Supplementary files: The questions below should be necessarily answered by the authors and are part of the 1st stage evaluation of your article (Desk Review assessment). Responses should be submitted as supplementary file without identification of the authors (step 4), called Summary Page. This summary should not exceed one page (3.500 characters with spaces) and include:
  - . Research objectives (500 characters with spaces): What are the research question(s) and main objectives?
  - . Theoretical framework (500 characters with spaces): What theories and conceptual models are supporting your explanatory model, if any, and guiding your selection of variables?
  - . 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?
  - . 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?
  - . Research limitations (500 characters with spaces): What aspects might limit, or somehow question, the conclusions you have reached?
  - . 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?
  - . Keywords (150 characters with spaces): Indicate from three to five key words.
5. The authors can continue to Step 5, in order to conclude the submission.

### Analysis of Submitted Texts – Evaluation Procedure

Submitted documents are sent for evaluation after being verified for adherence to the editorial formatting and style.

The evaluation of articles consists of a system of triple blind review, in which the first reading is exclusively focused on evaluating the relevance of the submitted articles, their fit within the scope of the journal and aspects such as their originality and contribution to the area of submission. Only works considered by the editors and editorial board to be relevant for the community, and in particular to the journal's readers, proceed to further stages of

evaluation. After passing approval in this first stage of analysis, articles are sent for evaluation under a double blind review.

### Important Observations

In order for the publication of Articles, the authors must sign a Author's Rights Form, which will be mailed to the authors by email, 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.

ANPAD Academic Journals **do not use foot notes**. 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 (**end notes**), before the list of references.

### Formatting of Texts

<b>Paper</b>	A-4 (29,7 x 21 cm)
<b>Margins</b>	Superior: 3cm; Inferior: 2cm; Right: 2cm; Left: 3cm
<b>Program</b>	Word for Windows 97 or later
<b>Font</b>	Times New Roman, 12 point (including titles, abstract, citations, and references)
<b>Line spacing</b>	Double (including titles, abstract, and references)
<b>First line indent</b>	1 cm
<b>Paragraphs</b>	Justified text
<b>Bold</b>	Used to give emphasis to terms, phrases and/or symbols.
<b>Italics</b>	Used only for words in a foreign language.
<b>Title</b>	The length of the title is up to 12 words. It should be placed at the beginning of the work, without identifying the authors.
<b>Abstract</b>	The summary can be a maximum of 1,350 characters, including spaces
<b>Double quotation marks</b>	Used for direct quotes as well as statements taken from interviews.
<b>Single quotation marks</b>	Used within double quotation marks to separate material that was within quotation marks in the original source.

<b>Redaction (Verb tense)</b>	Text submitted for an article with one author can be written in the first person singular or the third person impersonal. Those written by more than one author can be written in the first person plural or third person impersonal.
<b>Abbreviations and acronyms</b>	Use parentheses to introduce an abbreviation or acronym.
<b>Brackets</b>	Use brackets to separate material within parentheses or text inserted in a citation by another person who is not the original author.
<b>Sections and subsections</b>	<p>Add increasing, multilevel numbers indicating section and subsections, before their titles, which should follow the following format:</p> <p><b>1 Environmental Education Within Companies</b>            (Title with the initial letter of each word in upper case, justified, and in bold – preceded and followed by a blank line.)</p> <p><b>1.1.Environmental education within companies</b>            (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><b>1.1.1 Environmental education within companies</b>            (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>
<b>Article lengths</b>	Should not exceed 32 pages, including abstracts, key words, tables, figures and reference list.

## Formatting of 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) they 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 and Figures should be inserted in the body of the text, soon after their reference or citation.



## Tables

Tables should be clear enough to be easily read, and formatted as follows:

<b>Tables</b>	Word for Windows 97 or later.  If the authors developed their tables using any other programs, such as Excel, please redo the tables using Word.
<b>Font</b>	Times New Roman, 10 point.
<b>Line spacing</b>	Single
<b>Spacing before and after</b>	3 pt.
<b>Colors</b>	Use only Black and White (Gray scale).
<b>Title</b>	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.
<b>Citation</b>	To cite tables in the text body, simply write the number referring to the table, for example: Table 1, Table 2, Table 3, etc. (the word 'Table' should be written with the first letter upper case). 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.
<b>Table notes</b>	<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 (<sup>a</sup>, <sup>b</sup>, <sup>c</sup>). 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>
<b>Tables reproduced from another source</b>	These should be presented in a general note below the table, giving the complete source, even if it is an adaptation. The font Times New Roman, 10 point, Line spacing Single.

## Examples

**Note.** Source: Rowley, T. (1997). Moving beyond dyadic ties: a network theory of stakeholder influences (p. 893). *Academy of Management Review*, 22(4), 887-910.

**Note.** 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.

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

table number → Table X

Table title → **Numbers of Children With and Without Proof of Parental Citizenship**

stub head: heading that identifies the entries in leftmost column

table spanner: heading that covers the entire width of the body of the table, allowing for further divisions

stub or stub column: leftmost column of the table, usually lists the major independent or predictor variables

column spanner: heading that identifies the entries in two or more columns in the body of the table

decked heads: heading that is stacked, often to avoid repetition of words in column headings

column heads: heading that identifies the entries in just one column in the body of the table

cell: point of intersection between a row and a column

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

Grade	Girls		Boys	
	With	Without	With	Without
Wave 1				
3	280	240	281	232
4	297	251	290	264
5	301	260	306	221
Total	878	751	877	717
Wave 2				
3	201	189	210	199
4	214	194	236	210
5	221	216	239	213
Total	636	599	685	622

**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.

<sup>a</sup> 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	$\Delta R^2$	$\beta$	$\Delta R^2$	$\beta$	$\Delta R^2$	$\beta$
Step 1	.13*		.10***		.10***	
Control variables <sup>a</sup>						
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 <sup>†</sup>
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.

<sup>a</sup>Control variables included age, race, education, marital status, religion, abortion history, depression history, and prior mental health counseling.

<sup>†</sup> $p < .10$ . \* $p < .05$ . \*\*\* $p < .001$ .

**Figures**

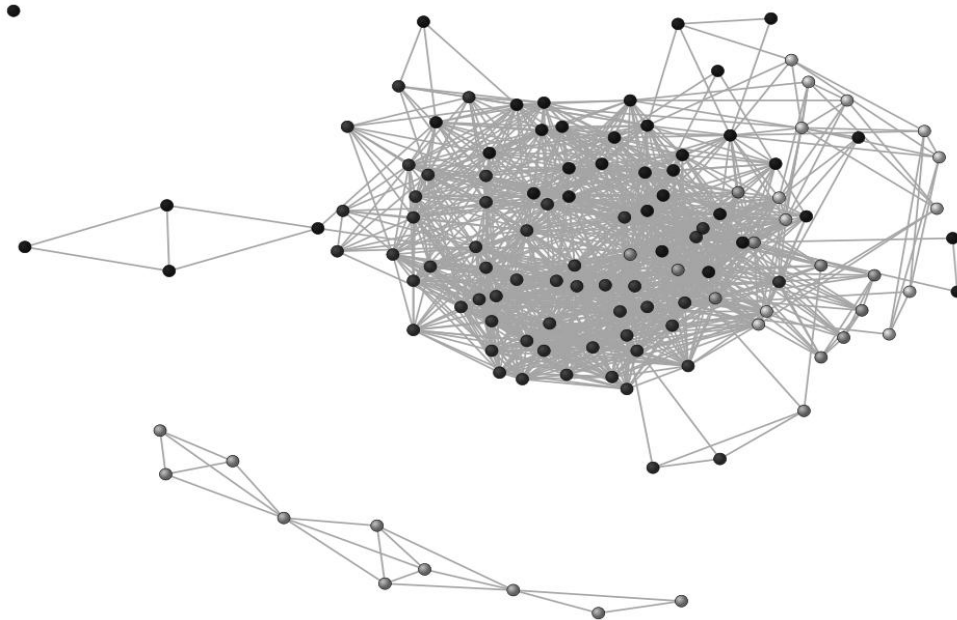
In accordance with the APA style (2010), Figures can be:

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)

Figures should be clear enough to be easily read, and formatted as follows:

<b>Font</b>	Times New Roman, 10 point.
<b>Line spacing</b>	Single
<b>Color in figures</b>	Use only Black and White (Gray scale).
<b>Formatting</b>	Submit all figures in an editable format.
<b>Title</b>	<p>Times New Roman, 12 point.</p> <p>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.</p> <p>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.</p>
<b>Legend</b>	Legends are used to explain the symbols used in the figure and should be placed within the limits of the figure.
<b>Size and proportions</b>	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.
<b>Citations</b>	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.
<b>Figures reproduced from another source</b>	Figures reproduced from another sources should include, below the table, the complete source, even if it is an adaptation.
<b>Examples</b>	<p><b>Note.</b> 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.</p> <p><b>Note.</b> 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.</p>

### 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 Filho, E. R., 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.

### Guidelines for 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. We are including in this manual a brief summary with examples of this style to serve as a guide for authors planning on submitting articles.

### Style Guide for Citations and References

#### 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 e Shaw (2005).  
(Harrison, Newholm, & Shaw, 2005).  
Harrison, R., Newholm, T., & Shaw, D. (2005). *The ethical consumer*. 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. *American Sociological Review*, 68(1), 103-127.  
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.), *The sage handbook of organizational discourse* (pp. 1-36). London: Sage Publications.

**When to use "p." or "pp."** For a **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	Hardy and Phillips (2004, p. 302).  (Hardy & Phillips, 2004, pp. 303-304).
Reference list	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: Sage Publications.

### Date of publication

The **date of publication is an important element** and should be added to both citations within the body of the text, as well as in the reference list.

#### Months and/or seasons of the year

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.

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).

#### Works awaiting publication

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 the date that the work is predicted to be published.

In the text body	Huber and Lewis (in press).  (Huber & Lewis, in press).
Reference List	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)

#### When a publication date does not exist

When a document cited does not have a publication date available, **n.d.** should be added (no date).

In the text body	Pérez-Nebra, Borges and Torres (n.d.).  (Pérez-Nebra, Borges and Torres, n.d.).
Reference list	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.

#### Unpublished works

For unpublished works, use the **copyright** year. For unpublished works, this is the year the work was produced.

## 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). *Images of organization*. Thousand Oaks: 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). *Doing business research: a guide to theory and practice*. London: 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, & Hsueh, 2007).

Chang, Lee, Fu, Lin & Hsueh (2007).

#### Subsequent citations

Chang *et al.* (2007).

(Chang *et al.*, 2007).

Reference list

Chang, T., Lee, W., Fu, H., Lin, Y., & Hsueh, H. (2007). A study of an augmented CPFR model for the 3C retail industry. *Supply Chain Management: An International Journal*, 12(3), 200-209.

### 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.



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

In the text body	Pettigrew (1992a, 1992b).  (Pettigrew, 1992a, 1992b).
Reference list	Pettigrew, A. M. (1992a). On studying managerial elites [Special Issue]. <i>Strategic Management Journal</i> , 13, 163-182.  Pettigrew, A. M. (1992b). The character and significance of strategy process research [Special Issue]. <i>Strategic Management Journal</i> , 13, 5-16.
<b>Authors with the same last name</b>	<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.
In the text body	J. B. Keys and Biggs (1990).  (B. Keys & Wolfe, 1990).
Reference list	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.  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, USA: Nichols/GP Publishing.
<b>Authors with the same last names and identical initials</b>	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.
In the text body	Paul Janet, 1876.  (Paul Janet, 1876).  Pierre Janet, 1906.  (Pierre Janet, 1906).
Reference list	Janet, P. [Paul]. (1876). La notion de La personnalité [The notion of personality]. <i>Revue Scientifique</i> , 10, 574-575.  Janet, P. [Pierre]. (1906). The pathogenesis of some impulsions. <i>Journal of Abnormal Psychology</i> , 1, 1-17.
<b>Individual organization as author</b>	Corporations, associations, and governmental agencies, among others, should be written out in the first citation and abbreviated thereafter.
In the text body	<b>First citation</b>  World Tourism Organization (UNWTO, 2006).  (World Tourism Organization [UNWTO], 2006).

<b>Subsequent citations</b>	
	UNWTO (2006).
	(UNWTO, 2006).
Reference list	World Tourism Organization. (2006). International tourist arrivals. Tourism Market Trends, 2006 Edition - Annex. Retrieved January 14, 2007 from <a href="http://www.unwto.org/facts/eng/pdf/historical/ITA_1950_2005.pdf">http://www.unwto.org/facts/eng/pdf/historical/ITA_1950_2005.pdf</a>
<b>Exception</b>	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.
<b>Editor as author</b>	When the <u>author is also the Editor</u> , place "Autor" instead of "editora".
In the text body	American Psychological Association (APA, 2003).  (APA, 2003).
Reference list	American Psychological Association. (2003). <i>Publication manual of the American Psychological Association</i> (5th ed.). Washington, DC: Author.
<b>No author (including laws and decrees)</b>	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.
<b>Anonymous author</b>	When the author of a work is designated as <u>Anonymous</u> , 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).  (Anonymous, 1998).
Reference list	Anonymous. (1998). <i>Reinventing virtual reality: what, how and why hardware is geared for immersion</i> . Retrieved January 28, 2002 from <a href="http://www.cdmag.com/Home/home.html?article=/articles/012/167/vrealit_y_feature1.html">http://www.cdmag.com/Home/home.html?article=/articles/012/167/vrealit_y_feature1.html</a>
<b>Secondary sources</b>	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 ' <b>as cited in</b> ', 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.
<b>Author with Jr., II, III etc. in the name</b>	Don't include suffixes such as <b>Jr., II, III, etc.</b> , 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).
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.
<b>Last names with prepositions and articles</b>	For authors' last names that contain articles and prepositions such as <b>de, do, dos, von, van, vu, la, etc.</b> , 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: Springer.
<b>Exception</b>	In case the <u>article or preposition</u> 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 July 9, 2009, from <a href="http://www.stat-help.com/notes.html">http://www.stat-help.com/notes.html</a>
<b>Personal communications</b>	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, <b><u>do not cite them in the reference list</u></b> . 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).
<b>Entire website</b>	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, <b>and does not need to be listed in the reference list</b> .

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 3 displays some examples of citations.

Table 3

### Examples of Citations with Authors

Types of citations	First citation outside of parentheses	Subsequent citations	First citation within parentheses	Subsequent citations
<b>One author</b>	Giddens (1978)	Giddens (1978)	(Giddens, 1978)	(Giddens, 1978)
<b>Two authors</b>	Motta and Vasconcelos (2002)	Motta and Vasconcelos (2002)	(Motta & Vasconcelos, 2002)	(Motta & Vasconcelos, 2002)
<b>Three, four, or five authors</b>	Chang, Lee, Fu, Lin and Hsueh (2007).	Chang <i>et al.</i> (2007).	(Chang, Lee, Fu, Lin, & Hsueh, 2007).	(Chang <i>et al.</i> , 2007).
<b>Six authors</b>	Rocha <i>et al.</i> (1999).	Rocha <i>et al.</i> (1999).	(Rocha <i>et al.</i> , 1999).	(Rocha <i>et al.</i> , 1999).
<b>Individual organization as author</b>	World Tourism Organization (UNWTO, 2006).	(UNWTO, 2006).	(World Tourism Organization [UNWTO], 2006).	(UNWTO, 2003).

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

### Specific 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 1.0 cm from the paragraph’s left margin, without quotation marks, single spaced, and in Times New Roman font, 11 point font.

Example                      The author states that  
  
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).

**How to organize works presented within parentheses**

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.

**Organize two or more works by the same authors in the order (ascending) of publication date.**

Example

(Edeline & Weinberger, 1991, 1993)

**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.**

Example

(Edeline & Weinberger, 1991, 1993, in press).

**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.**

Example

(Balda, 1980; Kamil, 1988; Pepperberg & Funk, 1990).

**Exception**

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.

Example

(Minor, 2001; see also Adams, 1999; Storandt, 2007)

(Brownlie, Saren, Wensley, & Whittington, 1999; Hudson & Ozanne, 1988; in Brasil Casotti, 1998).

**Citations in notes**

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.

Example

<sup>1</sup> 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.

## Specific 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: Sage Publication Ltd.

**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. doi: 10.1177/1354067X9800400305

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

**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.

Andersson, U., Forsgren, M., & Pedersen, T. (2001). Subsidiary performance in multinational corporations: the importance of technology embeddedness. *International Business Review*, 10(1), 3-23.

Mintzberg, H., Ahlstrand, B., & Lampel, J. (1998). *Strategy Safari: a guided tour through the wilds of strategic management*. New York: The Free Press.

Mintzberg, H., & Waters, J. A. (1985). Of strategies, deliberate and emergent. *Strategic Management Journal*, 6(3), 257-272. doi: 10.1002/smj.4250060306

**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.**

**Examples**

Ghemawat, P. (2007b). *Coca-Cola's global rethink*. Retrieved January 12, 2009, from [http://discussionleader.hbsp.com/ghemawat/2007/10/cocacolas\\_global\\_rethink.html](http://discussionleader.hbsp.com/ghemawat/2007/10/cocacolas_global_rethink.html)

Ghemawat, P. (2007a). Managing differences: the central challenge of global strategy. *Harvard Business Review*, 85(3), 59-68.

<b>Works by different authors with the same last name should be placed in alphabetical order by the authors' first names.</b>	
Examples	<p>Johanson, J., &amp; Vahlne, J. E. (2006). Commitment and opportunity development in the internationalization process model. <i>Management International Review</i>, 46(2), 165-178.</p> <p>Johanson, M., &amp; 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.</p>
<b>Authors with hyphenated first names</b>	If the author's first name is hyphenised, include the hyphen and include a period after each initial.
Example	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.
<b>Titles of books, articles, and academic works</b>	Only the first letter of the first word should be upper case, with the <b>exception</b> of proper names, commercial names, and universities.
<b>Typographic resource</b>	The <b><i>italic typographic resource</i></b> should be used to highlight publication titles.
<b>Abbreviations</b>	The use of periods in reference abbreviations.
Examples	<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> <p>p. (pp.) (page/pages)</p> <p>Vol. (Vols.) Volume/Volumes)</p> <p>Nº (Number)</p> <p>Suppl. (Supplement)</p>
<b>Works without titles</b>	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.
Example	Bordi, F., & LeDoux, J. E. (1993). [Auditory response latencies in rat auditory cortex]. Unpublished raw data.



**Edition, report number, volume number, etc.**

**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.

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 n<sup>o</sup>, **and not in superscript, as in:** 2nd ed.

**Examples**

Hofstede, G. (2001). *Culture's consequences: comparing values, behaviors, institutions, and organizations across nations* (2nd ed.). Califórnia: Sage Publications.

Dollfus, O. (1997). *La mondialisation* [Collection La Bibliothèque de Sciences-Po]. Paris: Presses de Sciences-Po.

**Publication location**

Publication location should be indicated based upon the following criteria:

**Books:** indicate the city of publication; in the case that the city is unknown, indicate the state.

**Examples**

Certeau, M. de (1990). *L'invention du quotidien: arts de faire*. Paris: Gallimard.

Scott, W. R. (2008). *Institutions and organizations* (3rd ed.). Thousand Oaks, CA: Sage Publications.

**Dissertations, Theses, Proceedings/Annals, Working Papers, Reports, Flyers and other isolated, non-periodical publications:** indicate the city, state and country.

**Examples**

Heller, G., Stasinopoulos, M., & Rigby, B. (2006, July). The zero-adjusted inverse Gaussian distribution as a model for insurance claims. *Proceedings of the International Workshop on Statistical Modelling*, Galway, Ireland, 21.

Sercovitch, F. C. (1988). Domestic learning, international technology flows and the world market: new perspectives for the developing countries [Working Paper N<sup>o</sup> 189/ WEP 2-22]. *International Labour Organisation*, Geneva, Suíça.

## Types of References

**Books****Complete book**

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>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>
Example	<p>Jarzabkowski, P. (2005). <i>Strategy as practice</i>. London: Sage.</p>
<b>Complete book with editors</b>	<p>Last name, First initial (capitalized followed by a period). (Ed. <b>or</b> Coord. <b>or</b> Org.). (Publication year within parentheses). <i>Title: subtitle</i> (if any) (additional information, if any). Publication location: Editor.</p>
Example	<p>Williamson, O., &amp; Winter, S. (Eds.). (1991). <i>The Nature of the firm: origins, evolution, and development</i>. Oxford: Oxford University Press.</p>
<b>Edited book with only one author and one editor</b>	<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>
Example	<p>Tolkien, J. R. R. (1985). <i>The Silmarillion</i> (C. Tolkien, Ed.). New York: Del Rey.</p>
<b>Book with additional information</b>	<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>
Example	<p>Sullivan, J., &amp; Niemi, R. (Eds.). <i>Quantitative applications in the social sciences</i> (Vol. 7). Beverly Hills: Sage Publications.</p>
<b>Book chapter</b>	<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>
Example	<p>Yeung, H. W.-C (Ed.), <i>Handbook on Research in Asian Business</i> (Chap. 14, pp. 266-284). Edward Elgar: Cheltenham.</p>
<b>Book chapter, edited</b>	<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 Org.) <i>Title: subtitle</i> (if any) (additional information, if any, chapter pages). Publication location: Editor.</p>
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 <i>et al.</i> is sufficient.</p> <p>In the case that there are only two names, place '&amp;' before the second name without a comma, and for three names or more place '&amp;' before</p>

the last name and use a comma to separate the names.

Place after the final last name, within parentheses, the identification (Ed./Eds. **or** Coord./Coords. **or** Org./Orgs).

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.

#### Examples

Watson, M. W. (1994). Vector autoregressions and cointegration. In R. F. Engle & D. L. McFadden (Eds.), *Handbook of econometrics* (Vol. 4, Chap. 47, pp. 2843-2915). Amsterdam: Elsevier.

#### Revised edition

Add within parentheses after the Title (Ed. rev.), for articles in Portuguese, and (Rev. ed.) for articles in English.

Last name, First initial (capitalized followed by a period). (Publication year within parentheses). *Title: subtitle* (if any) (Ed. Ver. **Or** Rev. ed.). Publication location: Editor.

Sobrenome, Nome completo abreviado. (ano de publicação). *Título: subtítulo* (se houver) (Ed. ver. **OU** Rev. ed.). Local de Publicação: Editora.

#### Example

Bryson, J. (1995). *Strategic planning for public and non-profit organization* (Rev. Ed.). San Francisco: Jossey-Bass Publishers.

#### Collection

Last name, First initial (capitalized followed by a period). (Publication year within parentheses). *Title: subtitle* (if any) (Vol., ed., pp.). (Add the collection name). Publication location: Editor.

#### Example

Dollfus, O. (1997). *La mondialisation* [Collection La Bibliothèque de Sciences-Po]. Paris: Presses de Sciences-Po.

#### Antique or translated works

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.

In the reference list indicate within parentheses, after the title, the name of the translators, (use 'Trans.') followed by the publication location, editor and, within parentheses, the publication year of the original article.

Last name, First initial (capitalized followed by a period). (Publication year within parentheses). *Title: subtitle* (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).

#### In the text body

(Piaget, 1936/1952)

#### In the reference list

Piaget, J. (1952). *The origins of intelligence in children* (M. Cook, Trans.). New York: 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)

<b>Complete periodical/journal</b>	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). <i>Brazilian Administration Review</i> , 8(3).
<b>Exception</b>	In the case where an edition does not have editors, place the title in the position of the author.
<b>Printed articles with DOI</b>	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. doi:10.2307/2486643
<b>Printed articles without DOI</b>	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.
<b>Periodicals or Journals with editors</b>	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.
<b>Supplement to a printed article</b>	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.
<b>Editorial</b>	<b>Signed</b>
Example	Carneiro, J. (Ed.) (2011). <i>Brazilian Administration Review</i> , 8(3).
	<b>Unsigned</b>
Example	"What is a disaster" and why does this question matter? [Editorial]. (2006). <i>Journal of Contingencies and Crisis Management</i> , 14, 1-2.

<b>Article from a monthly Magazine</b>	<p>Indicate the year and month for monthly periodicals and add the volume/number/ collection/section, (if available) and pages.</p> <p>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.</p>
Example	Paul, D. (2012, June). Trying time. <i>Indianapolis Monthly</i> , 12(35), p. 39.
<b>Article from a weekly periodical</b>	<p>Indicate the year, month and day for weekly periodicals, adding the volume/number/colletion/section (if available), and pages.</p>
Example	Posner, M. I. (1993, October 29). Seeing the mind. <i>Science</i> , 262, 673-674.
<b>Article in a newspaper</b>	<p>Indicate the year, month, and Day, adding the number/collection/section and the number of pages, preceded by p. or pp.</p>
Example	Solow, R. M. (1987, July 12). We'd better watch out. <i>New York Times Book Review</i> , 36.
<b>Article in an informative bulletin</b>	<p>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.</p> <p>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.</p>
<b>Electronic periodical</b>	<p>Use 'Retrieved from' and add the link (web address) to access the article.</p>
Example	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 <a href="http://www.ejkm.com/issue/download.html?idArticle=120">http://www.ejkm.com/issue/download.html?idArticle=120</a>
<b>Electronic version of a printed periodical</b>	<p>Add between brackets, after the article title [Electronic version].</p>
Example	Vandenbos, 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.
<b>Online articles with DOI</b>	<p>Include the DOI, when available, for online articles after the access link (web address).</p>
Example	Martinez, A. L., & Castro, M. A. R. (2011). The smoothing hypothesis, stock returns and risk in Brazil. <i>Brazilian Administration Review</i> , 8(1), pp. 1-20. Retrieved from <a href="http://www.scielo.br/pdf/bar/v8n1/v8n1a02.pdf">http://www.scielo.br/pdf/bar/v8n1/v8n1a02.pdf</a> . doi: 10.1590/S1807-76922011000100002

<b>Online articles without DOI</b>	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 May 10, 2010, de <a href="http://cmr.ba.ouhk.edu.hk/cmr/webjournal/v10n2/CMR116E06.pdf">http://cmr.ba.ouhk.edu.hk/cmr/webjournal/v10n2/CMR116E06.pdf</a>

### **Events – congresses, symposiums, conventions**

<b>Annals / proceedings</b>	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.
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.
<b>Poster session or paper presentation at meetings and symposia</b>	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.
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.

### **Dissertations, theses, monographs, and capstone projects**

<b>Printed Dissertations and Theses</b>	Last name, First initial (capitalized, followed by a period). (year of publication). <i>Article title</i> . (Type of document). Affiliated institution, city, state, country.
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.
<b>Dissertations or Theses published on university websites</b>	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.
Example	Criscuolo, P. (2004). <i>R&amp;D internationalisation and knowledge transfer: impact on MNEs and their home countries</i> (Doctoral dissertation). Universiteit Maastricht, Maastricht, Holanda. Retrieved December 14, 2004, from <a href="http://www.merit.unu.edu/publications/phd/PCriscuolo.pdf">http://www.merit.unu.edu/publications/phd/PCriscuolo.pdf</a>

## 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.

#### Examples

Econômática. (n.d.). *Data base*. Retrieved from [http://economica.com.br/en\\_anac\\_base-de-dados.html](http://economica.com.br/en_anac_base-de-dados.html)

### 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).

### 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

### Computer, software, or programming language programs

- 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.

## Examples

Metastock. (2006). (Version 10.0) [Software]. Salt Lake City, UT, USA: Equis International.

Ventana Systems, Inc. (2004). *Vension help manual* (Vension 5.3a.). [Software]. Harvard, MA: Autor. Retrieved from <http://www.vensim.com/freedownload.html>

### ***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). *LVPLS program manual: latent variables path analysis with partial least squares estimation* [Manual]. Köln: Zentralarchiv für Empirische Sozialforschung, Universität zu Köln.

#### **Working paper**

Bebchuk, L. (1999). A rent-protection theory of corporate ownership and control [Working Paper nº 7203]. *National Bureau of Economic Research*, Cambridge, MA.

#### **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

Suk, K., & Mitchell, A. (2004). *The effect of usage situation familiarity on memory, brand retrieval, and consideration* (Unpublished report/2004), Toronto, ON, Canada, University of Toronto.

#### **Interview or Testimony**

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.