

STYLE GUIDE FOR CM COURSES 1

The College of Management is providing this document (about general usage, citations, references, and appendices) as a quick reference to show students how to organize written work in CM courses. All written work should be typed on letter-size paper with:

- a 12-pitch font such as Times New Roman (except for the document title, which should be 14-point, bold, and all in capitals)
- one-inch margins at the top, bottom, and on the left and right of all pages
- all pages numbered consecutively from beginning to end

Your instructor may ask you to single-space some papers and double-space others. If you are uncertain about the spacing requirements for a particular paper, please ask your instructor.

GENERAL USAGE

Avoidance of Sexist and Other Biased Language

You should avoid terms or usage that may be denigrating to ethnic or other groups. Be particularly careful in dealing with gender, because long-established customs, such as the use of “he” as a generic pronoun (“a manager...he”) can imply gender-based discrimination. Instead, use “he/she” or “him/her.” Or, if correct usage in your sentence allows, change the singular pronoun to plural, e.g. change the “client...he” to the “clients...they.”

Use of Headings

We encourage you to use headings in your papers. They help your reader to identify the major sections of your paper and help you to organize elements within each major section.

Main Headings

You should use main headings to designate the major sections of a paper. Initial headings, such as “Introduction,” are usually unnecessary. Center main headings on the page, typed in capitals, and in a bold font. For an example of a main heading, see “GENERAL USAGE” on this page.

Secondary Headings

You should type secondary headings flush with the left margin and in small letters, but with each major word beginning with a capital. Type these headings in bold. For an example of a secondary heading, see “Use of Headings” on the previous page.

Tertiary Headings

You should type tertiary headings flush with the left margin and in small letters, but with each major word beginning with a capital. Type these headings in italics. For an example of a tertiary heading, see “Tertiary Headings” on this page.

Use of First Person and Active Voice

Vigorous, direct, clear, and concise communication should be a central objective of all management writing. Please use active (not passive) voice to further this objective. Do not be afraid to use “I” or “we.” The examples below illustrate preferred usage:

For example:

1. Passive voice: Two of the four items were also found to lack factor validity by Earley (1989).

Preferred usage: Earley (1989) also found that that two of the four items lacked factor validity.

2. Passive voice: Three new items were developed.

Preferred usage: We developed three new items.

APPENDICES

Provide essential methodological details that are too lengthy for the body of the paper (such as explanation of the calculation of measures) in an appendix or appendices. Present the material in as condensed a form as possible. Entitle a single appendix APPENDIX, typed in all caps; multiple appendices should be titled and ordered alphabetically: APPENDIX A, APPENDIX B, etc.

1 Adapted from the Academy of Management Journal’s Style Guide