

TEXTUAL CITATIONS

You should cite your textbooks and any other published documents (cases, journal articles, newspaper articles with bylines, magazine articles) by enclosing in parentheses: the authors' last names, the year in which the work cited was published, and the numbers of the pages that you are quoting or paraphrasing. If you quote an author's work and the citation directly follows the end of the quotation, the period should come after the citation, not within the quotation marks. Examples are provided below.

AUTHOR(S)' NAMES AND YEAR OF PUBLICATION

The first item in a citation is the author's name (last name only). If a work has two authors, always include the last name of both authors every time the work is cited in the paper. For example:

Example 1: The authors of our text explain that setting "measurable goals for jobs that do not have measurable outcomes is often counterproductive because the goals rarely relate directly to the outcome" (Nahavandi and Malekzadeh, 1999: 205).

If the work has more than two authors, after the first citation include only the name of the first author, followed by the phrase *et al.* Please note that there is a period after *al.* because it is an abbreviation for *alia* and the phrase is italicized because it is a foreign language (*et alia* is Latin for "and others"). For example:

Example 2, first citation of this work: The strategic design lens looks at an organization as an operation that has been "deliberately set up to achieve strategic goals. . ." (Ancona, Kochan, Scully, Van Maanen, & Westney, 1999: M-2, 10).

Example 3, second citation of this same work: The political lens looks at an organization as an operation that "is itself a contested struggle for power and control among individuals and groups with quite different interests" (Ancona *et al.*, 1999: M-2, 40).

You should follow the authors' last names by the year of publication of the item cited and the relevant page number(s). Be careful to use correct punctuation and spacing. Note that in this particular publication, we wrote the page number as M-2,10 to indicate page 10 in Module 2; this is necessary because each module in this text is paginated separately.

If you use the name of the author to introduce a quotation, you do not need to repeat the name in your citation; simply provide the year and page number(s).

Example 4, author's name already used: Arthur Goldsmith defines "entrepreneurial politics" as a situation in which "...society, or a large part of it, thinks it gains from a policy that harms a small segment of society" (2002: 202).

UNKNOWN AUTHOR(S)

Sometimes the author of a publication is not known. Cases in a textbook, for example, frequently do not identify the name of the author. To cite a case where the author's name is unknown, you should begin with the title of the case, followed by the year of publication and the pages number(s) cited. If, on the other hand, the author's name has been provided, treat it as you would any other citation. See the following example where the author's name is unknown:

Example 5: Greystone seemed optimistic about the impact this new approach would have on the bottom line: "You see, we feel that by targeting our investments toward growth of sales in specific industries and developing solutions to fit their needs, we'll rebuild our market share and increase margins" (Dynacorp Case, 1999: 86-7).

If you are citing a periodical (magazine, newspaper, or journal) article without an author, use the name of the publication as the author:

Example 6: The 2003 Bush tax cuts will clearly have a minimal positive effect on the poorer elements of society, those least able to weather the current economic downturn (New York Times, 2003: 9)

Company brochures and reports often do not identify the name of the author. In such a situation, you should begin with the title, followed by the year of publication and the pages number(s) cited. If, on the other hand, the author's name has been provided, treat it as you would any other citation. See the following example where the author's name is unknown:

Example 7: As previously mentioned, Reebok International's Human Rights Initiative includes the annual Human Rights Award presented to a person 30 years of age or younger who has displayed uncommon courage and leadership (Reebok Human Rights Production Standards, 1998: 2).

PAGE NUMBERS AND PUNCTUATION

As mentioned above, you should include page numbers in citations. This is true when the citation refers: to a direct quote, or to your paraphrase of specific arguments or findings of authors.

Note, however, that most sources that you retrieve from the Internet have no actual “pages” and thus do not require you to use page numbers.

Always place page numbers after a colon. Indeed, there are a variety of details about spacing and punctuation in citations that can be easily overlooked. For example, be careful to place a space after a colon. Also, place a period at the end of a citation, not after the quotation being cited. For illustrations of correct punctuation, carefully examine the citations in this document and in the document, “Using Quotations in College of Management Courses.”

MULTIPLE CITATIONS IN A PARAGRAPH

Finally, as you are analyzing a case, you will often find that you have included several quotations from the same case in a single paragraph. Instead of interrupting your analysis to include a citation after each quotation, you should instead put a single citation at the end of the paragraph, listing in order the page numbers used; if you are paraphrasing an author’s ideas several times within a paragraph, place the citation at the end of the paragraph. See the following example:

Example 8: Within each sales region, Account Teams were created with each team focusing “on customers in a particular market segment, defined by their industry (for example, financial services).” Carl Greystone, head of the U.S. Customer Operations Group, reports that these multiproduct account teams are assigned “to specific customers in specific industries instead of having them cover a mixed bag of clients in the sales territory. That way, our people are industry specialists, not just product knowledgeable.” Greystone seemed optimistic about the impact this new approach would have on the bottom line: “You see, we feel that by targeting our investments toward growth of sales in specific industries and developing solutions to fit their needs, we’ll rebuild our market share and increase margins” (Dynacorp Case, 1999: 92, 83, 100-02).

OTHER CITATION ISSUES

In some papers, you may need to cite interviews, Internet sites, and unpublished materials. The following conventions should guide you.

Interviews

List the name of the person interviewed, the type of contact (for example, “Personal interview”), and the date:

(Paul Fireman, Personal interview, 10/10/99)

Unpublished Documents

List the last name of the author(s), the year, and the page number, if applicable. If there is no author, list the name of the organization or of the document, and if there is no date available, use n.d.:

(Hamblin and Austin, n.d.: 25) Note: in this example, no year of creation is available.

(Health Services Partnership Business Plan, 1997: 2) Note: in this example, the author is unknown.

Internet Sites

Citations for Internet materials should follow the guidelines for print materials as closely as possible. Provide the author’s last name, the year of publication, and page number, if applicable—however, most Internet sources do not make use of page numbers. If no author is given, list the name of the periodical or the name of the website; again, if no year is available, use “n.d.” If the information, however, is clearly up-to-date (for example, if the website gives financial information for a company for this year), use the current year. If you use the name of the website, do not list the entire web address (the URL, or Uniform Resource Locator). The name of the website will be sufficient. You will use the URL in creating your reference page, however.

(Fujiwara, 2001: 19)

(Jenisch, n.d.)

(businessweek.com, 2003)