

USING QUOTATIONS IN COLLEGE OF MANAGEMENT COURSES

In writing the papers assigned in CM courses, you may find it necessary to include information taken directly from other sources. Such sources might include: textbooks, cases, interviews, newspapers, web sites, and course handouts. When you use the exact words of another printed document or the exact words someone says in an interview, you are “quoting.” All quotations must be surrounded by quotation marks (or for long quotations, indented).

In addition, you must indicate the source of the quotation. In your previous academic work, you may have been asked to indicate the source of your quotation by using a footnote. In the College of Management, we will ask you to use another form of notation: you will provide the citation within the paragraph itself. For more information about the citation format included in the examples below, see “Textual Citations”, available on the CM website at http://www.management.umb.edu/undergrad/undergrad_style_citations.php.

INTRODUCING THE QUOTATION

When you use a quotation, you must be sure to introduce your reader to the quoted material. The reader must be told whom you are quoting and be told the context in which the quoted material originally appeared. Try to create a seamless flow between your ideas and those of the author whom you are quoting. Example 1 below illustrates a quotation from a textbook by Richard Steers. Example 2 illustrates a quotation from a case: Universal Insurance Company.

Example 1 - Aggressive defense mechanisms are defined by Richard Steers in Chapter 18 of *Introduction to Organizational Behavior*: “Aggressive defense mechanisms include those reactions by which we directly or indirectly attack the source of the threat to our self concept” (1996: 22).

Example 2 - About a week after Mr. Lord had asked Hope's supervisor to counsel her, Mr. Lord decided to speak with Hope himself: “According to Hope, he [Mr. Lord] told her that in the future she should mind her own business and ended by saying, ‘If you keep on like this, I shan’t be able to recommend you for promotion. You are not Juanita’s supervisor and are in no position to be telling her what to do. If you have time on your hands, I’m sure that I can find something else for you to do.’ With that, Mr. Lord asked Hope to leave his office and get back to work.” (Universal Insurance Company: 3).

USING CORRECT PUNCTUATION IN QUOTATIONS

Brackets

Because the reader couldn’t be sure to whom the pronoun “he” referred early in Example 2, we had to insert some clarifying information [Mr. Lord] into the quotation. Whenever you introduce information into a direct quotation, you must surround your insert with brackets so that the reader can distinguish it from the quoted material.

Single and Double Quotation Marks

Example 2, because it includes dialogue, illustrates another important rule of quotations. Words “spoken” as a part of dialogue are ordinarily surrounded by double quotation marks. In Example 2, however, quotation marks have already been used to delimit the quotation. The dialogue inside the quotation, therefore, must be delimited in some other way; the marks used are the single quotation marks.

Another situation in which two sets of quotation marks are necessary is when your quotation includes another quotation. In Example 3 below, we are quoting Steers, who is himself quoting Thomas. Single quotation marks have been used to enclose Steers’ quotation of Thomas, while double quotation marks have been used to enclose my quotation of Steers.

Example 3 - In Chapter 18 of *Introduction to Organizational Behavior*, Richard Steers offers the following definition of conflict: “‘Conflict is the process which begins when one party perceives that the other has frustrated, or is about to frustrate, some concern of his’ (Thomas, 1976, p. 891)” (1996: 244).

Omissions - The Ellipsis

You often will choose to omit some portions of a quotation because they are irrelevant to your purpose. You may do so by using a series of equally spaced dots called an ellipsis. The ellipsis indicates to the reader that material has been omitted at that point in the quotation. See Example 4 below where we have quoted a complete section of the textbook in the first paragraph and then selectively omitted portions in the next paragraph.

Example 4 (original text) – “During this interview, Hope was full of complaints--ranging from the caliber of the company’s medical clinic to the ‘injustice’ she had suffered with regard to the ‘promised’ salary increase. Miss Page suggested that Hope discuss her dissatisfactions with the division manager. But Hope refused. She said there would be no point in doing so because Mr. Lord was obviously prejudiced against her. To substantiate this statement, Hope asserted that ever since the difficulty about the pay raise, Mr. Lord had ‘consistently picked on’ her.”

Example 4 (quoted text with omissions) – “. . . Hope was full of complaints--ranging from the caliber of the company's medical clinic to the ‘injustice’ she had suffered with regard to the ‘promised’ salary increase. . . . Hope asserted that ever since the difficulty about the pay raise, Mr. Lord had ‘consistently picked on’ her” (Universal Insurance Company: 6).

In this example, we inserted three dots (with each followed by a space) where one or more words were omitted.

Whenever you omit material, you must be careful not to change or distort the meaning of the original text. To retain the meaning, you may find it necessary to insert a clarifying word or phrase in brackets.

Use of Commas and Colons

Students often are uncertain about whether to use a comma or a colon between their introductory statement and the actual quotation. You should use a colon when the quotation is grammatically complete (meaning that the quotation could be a sentence by itself) and either contains more than one sentence or explains the idea that precedes it.

Example 5 - The third type of conflict discussed by Steers is affective conflict: “Affective conflict emerges when one person’s or group’s feelings. . . are incompatible with others. Such conflict is seen in situations where two individuals simply don’t get along with each other” (1996: 216).

You should use a comma either when the quotation is grammatically complete but contains only one sentence (Example 6), or when an introductory phrase interrupts the quotation (Example 7).

Example 6 - In counseling Hope, Mr. Lord said, “You can’t be a spokeswoman for all the women” (Universal Insurance Company: 4).

Example 7 - “The due process nonaction strategy,” according to Steers, “is to wear down the dissatisfied employee while at the same time claiming that resolution procedures are open and available” (1996: 323).

When the quotation is not a full sentence and thus is not grammatically complete, as in Example 8, you should not use any punctuation between the introduction and the quotation.

Example 8 - According to Steers, behavioral conflict occurs “when one person or group does something. . . that is unacceptable to others” (1996: 323).

Capital Letters

When the quotation is in itself a complete sentence, capitalize the first word of the quotation. See Examples 5 and 6 above. Do not use a capital, however, when the quotation is a sentence fragment (Example 8) or when a quotation is interrupted by an introductory phrase (Example 7).

LENGTH OF QUOTATION--INDENTATION

When the material that you quote uses less than five typed lines in your paper, you should include the quotation within a regular paragraph of your text. If the quotation is longer, however, you should separate the quotation from the main text by creating a new paragraph that is

indented one-half inch at both the left and right margins. Because the indentation isolates the quotation, you no longer need quotation marks to do so. For example, since the quotation in the Example 2 uses more than five typed lines, it really should have been written as follows.

Revised Example 2 - About a week after Mr. Lord had asked Hope's supervisor to counsel her, Mr. Lord decided to speak with Hope himself:

According to Hope, he [Mr. Lord] told her that in the future she should mind her own business and ended by saying, “If you keep on like this, I shan’t be able to recommend you for promotion. You are not Juanita’s supervisor and are in no position to be telling her what to do. If you have time on your hands, I’m sure that I can find something else for you to do.” With that, Mr. Lord asked Hope to leave his office and get back to work (Universal Insurance Company: 2-3).

Notice that the dialogue inside the quotation still must be delimited, but we now can use double rather than single quotation marks to do so.