

# International Studies of Management & Organization

## INFORMATION FOR GUEST EDITORS AND CONTRIBUTORS

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## HISTORY AND EDITORIAL POLICY

*International Studies of Management & Organization* publishes articles, generally from a number of countries in each issue, written for the journal, drawn from papers presented at relevant meetings around the world or resulting from a specific call for papers. *Unsolicited manuscripts are seldom used.*

1. Published since 1971 by M.E. Sharpe, Inc. (Armonk, NY).
2. *Quarterly*: About 5-8 articles of average length per issue—*up to 30,000-35,000 words*. Double issues appear occasionally.
3. *Access*: ISMO is available in hard copy and on-line form to hundreds of libraries worldwide. The articles in ISMO are also abstracted in ABI/Inform.
4. ISMO'S *purpose* is to make non-U.S. scholarly contributions known to English-reading academic audiences around the world. The articles' authors are from outside the United States although some articles have a U.S. co-author and/or Guest Editor.

5. *Each issue is devoted to a particular topic* and is prepared under the leadership of a Guest Editor chosen by the Editor. Scholars are invited to suggest topics for which they would prepare an issue and serve as single or multiple Guest Editor(s).

6. The selection process is usually of the *open-refereed* type in that the Guest Editor and the Editor jointly review papers with full knowledge of the authors' names although many Guest Editors use reviewers under the blind-review process when choosing and preparing first versions of the papers.

*The Guest Editor* works with the authors to improve their paper and have it conform to the ISMO format. When this first review process is completed, the Guest Editor forwards the best papers to *the Editor* who reviews them and usually requires further changes until the Guest Editor and the Editor are jointly satisfied with the final product. A *Copy Editor* copyedits the papers and queries the authors for clarification, missing information and the like. *The Production Editor* sends proofs for review and follows up on any further queries. All contacts with M.E. Sharpe are with the Production Editor.

7. *The rejection rate* cannot be stated precisely: The Guest Editor may reject few papers if they have been carefully solicited from people who presented them at conferences, but may keep only a fraction of those submitted in answer to a call for papers. The Editor usually accepts from 80 to 100 percent of the advanced-stage papers received from the Guest Editor, after further editing by the authors.

8. *Publication timing*: From the first contact between the Editor and a Guest Editor to completion of an issue ready to be sent to the publisher, anywhere from nine months to two years may elapse, depending on how diligent the Guest Editors and authors are. The Editor usually completes his review within a two-month period. The publisher normally takes about four months to physically produce and mail each issue—that is, three months for production (which includes copyediting, typesetting and reviewing), and one month for printing and mailing.

9. *Past Contributors and Guest Editors*. Many foreign scholars have received their first exposure to U.S. and other English-reading audiences through ISMO. All parts of the world have benefited from that access: Canada, Japan, China, Korea, the former USSR, Australia, Scandinavia, the Middle East, Latin America, Africa, and, of course, Europe.

*Contributors* have included such well-known scholars as John Child, Keith Thurley, Alex Touraine, Michael Crozier, Einar Thorsrud, Fred Emery, Derek Channon, A.M. Pettigrew, Yves Doz, J.J. Hickson, Gunnar Hedlund, André Laurent, Geert Hofstede, Ivo Zander, John Dunning, Peter Buckley and Richard Whitley—some of them early in their career.

*Guest Editors* (more than 100 of them, to date) have included Henry Mintzberg, Mats Alvesson, Giorgio Inzerilli, Pradip Khandwalla, Nancy Adler, Rosalie Tung, Rosemary Stewart, Marc Maurice, William M. Evan, J. Carlos Jarillo, A.R. Thiétart, Nicolai J. Foss, Hugh Willmott, Örjan Sölvell, Mark Lorenzen, Timothy Clark, John T.M. Balmer and Morten Huse.

10. *Recent issues have covered*: The Dynamic Multinational Firm; Manage-

ment and Its Environment in the Arab World; European Management; Social Anthropology, Business Studies and Cultural Issues; Ethics, Trust, and Control in Russian Organizations; Preparing for the Future; Networks; Corporate Image and Identity; Korean Business; Global Competitiveness; Enterprise Reform in China; Business Systems; Scandinavian Research on the Internationalization of the Firm; Leading-Edge Clusters; European Boards and Governance; Expatriate Management, and Corporate Political Behavior.

## GUIDELINES FOR GUEST EDITORS

### *Origin and Quality of Articles*

Most ISMO articles originate from unpublished papers (see below) but many other sources can be used such as previously published journal articles that have been updated, business magazine articles, monographs, lengthy book reviews as well as thesis and dissertation excerpts. We look everywhere because a particular country may lack academic and professional journals.

In all cases, *the selections must be outstanding* in terms of originality, significance and up-to-dateness although we can also reprint foreign “classics” that remain timely. The quality of the papers must be equal to that found in such top scholarly journals as the *Administrative Science Quarterly*, *Strategic Management Journal*, *Academy of Management Journal*, *Academy of Management Review*, *Organization Studies*, *Management Science* and *Organization Science*.

As far as possible, each ISMO issue should provide a balance of countries and approaches (theoretical, empirical, critical review, philosophical, well-analyzed case study, etc.).

### *Sourcing Articles*

Over the years, Guest Editors have followed three approaches in gathering articles for an issue:

(a) *Selecting the best papers* that have been presented at a conference, workshop or session where the Guest Editor served as chair, convener, organizer, discussant, etc. This approach has often been fruitful because: (1) the focus of the program is relatively well defined; (2) the Guest Editor has a variety of papers to choose from, after they have been presented at the conference, and (3) the authors will have learned from the discussions about how to improve their paper.

(b) A “call for papers” placed in various newsletters or on the Internet about a particular topic for a future issue of ISMO. The major problem with this approach is that many people who wrote anything remotely connected with the specific topic will send a paper which may be a first draft, something rejected by other journals or a light rewrite (or translation) of an article already published elsewhere.

*Both approaches can work* but they require great discrimination and hard work on the part of the Guest Editor who must: (1) select the best papers in terms of fit with the topic, originality and quality, and (2) work with the authors to turn the paper into a first-rate product in conformity with the ISMO format

for titles and subtitles, the presentation of tables and figures, in-text references, bibliography, author's note, etc. The Editor always sends the Guest Editor a sample of ISMO pages with the relevant examples, and expect him/her to distribute them to the authors so that the latter may prepare their submission in the proper format from the very beginning on.

(c) The third approach to putting together an ISMO issue is to *ask particular scholars who are experts on a particular topic to submit papers*. The major pitfall here is that the solicited authors may simply send you something that they have already published with some minor editorial changes and updates. This creates the problem of having to obtain a journal's permission to reprint (after all, we do not want to violate copyrights) and to pay some fee (\$200 is not uncommon).

The publisher of ISMO (M.E. Sharpe, Inc.) will not pay such fees for what ends up being an anthology or book of readings. Some reprinting of already published articles (with appropriate updating of the data, analyses and conclusions) *may* be appropriate, but: (1) check with me first about using such an approach, and (2) have the *author* contact the original journal for permission to reprint because he or she may get it at a lower cost. In no case, do I want to receive bills *a posteriori*, not having been told that the papers accepted for publication were in fact reprints for which the authors will be held responsible for paying any necessary fee.

Another potential danger with this third approach is that some well-known scholars may send in a marginal paper, expecting the Guest Editor to accept it "as is" and do all the editing work.

### *Working with Authors*

(a) Whatever the approach used, the *topic of an issue is likely to be modified to some extent* as papers differ from what was promised, while others never arrive or are inappropriate in terms of focus or quality. This is normal, but keep me informed of your progress and of any major changes in an issue's content because I occasionally receive manuscripts that bear little relationship to what had been proposed at first and to the issue's theme. You may have to search for additional papers, but do not become overconcerned about the number and length of articles because it is better to have a shorter issue than an heterogeneous or uneven one.

(b) *Immediately* e-mail your authors a copy of this document and mail them a set of the sample pages of ISMO provided by the Editor. Insist, from the beginning, that their papers conform with that format.

(c) It is perfectly appropriate for you to *ask the author to get editorial help* if he or she cannot write well. You should also seriously consider enlisting the assistance of other experts to review a paper if you do not feel fully confident in evaluating it—for that matter, I definitely encourage you to do so.

(d) Make sure that the author's *research purposes and questions* are clearly stated early on in the paper—not vague statements like:

"This is an exploratory study of how alliances work."

"The network approach needs further study."

“I propose to provide some insight into the use of trust.”

“This paper will enhance our understanding of Russian management.”

“This case illustrates the usefulness of the resource-based view.”

Instead, force the author to specify what is already known about the topic, what still needs to be elucidated and what this paper will *specifically* achieve in terms of answering particular research questions—and how. The concluding section should explicitly address the extent to which such purposes were achieved.

(e) It is crucial for Guest Editors to provide *a realistic timetable* for the completion of their ISMO issue and to hew to it. Contributors should answer queries promptly because late issues hurt the reputation of the journal as subscribers become discouraged when they do not receive their subscription in time.

## TECHNICAL ISSUES

### *Permissions*

The Guest Editor should make sure that the necessary permissions to translate, quote and/or reprint are obtained from the author(s) and/or original publisher. Besides, each first author must complete and sign the form “Consent to Publish/Transfer of English-language Rights” and mail it to the Editor by the time the issue is completed. This form will be provided in due time.

### *Translations*

The publisher can arrange for all necessary translations. Should the Guest Editor wish to suggest or use competent translators (including himself or herself), he or she is invited to do so. The rate will be within the range of US\$60–120 per 1,000 English words, with more money paid for difficult languages and for work done by more competent and experienced translators.

### *Reimbursement of Expenses*

Guest Editors will be reimbursed by the Publisher for all reasonable expenses incurred in obtaining and mailing relevant materials—provided receipts substantiate the costs incurred.

### *Text and Diskettes*

All submissions should be sent *electronically* on a floppy disk or via email to the Editor, *double-spaced and with all pages numbered*. Any IBM-compatible software system can be used (see below). More specific instructions about titles, endnotes, tables, figures and bibliography are provided by the Editor to Guest Editors and authors in the form of examples from recent ISMO issues.

### *Spelling*

U.S. spelling (e.g., “labor” rather than “labour”) should be used unless necessary to refer to original sources (e.g., a book, a legal text and an official organization).

## ISMO GUIDELINES FOR MANUSCRIPT AND DISK PREPARATION

1. *Use a minimum of special typefaces.* Bold and italic characters are generally preserved but foreign diacriticals are usually lost in conversion to the publisher's word-processing system. *Do not number major sections*, as is often done in Europe (see examples of ISMO titles and subtitles below).

2. Always use *endnotes* that follow the text itself—*not* footnotes at the bottom of a page. *Do not use the automatic footnote function of a word-processing program*—even for the author's biography. Bibliographical entries must provide *complete information*—including the editors/authors' last names and first names or initials, city of publication and publisher for books, and complete article title, volume number, issue number (if necessary, day, month or quarter) and inclusive page numbers for articles and chapters. All items in the References/Bibliography section should be referred to in the text.

3. Set figures and tables in separate files—*not* embedded in the text. Tables and figures that are of good quality may be reproduced directly by the publisher from the hard copy of the manuscript but it is preferable to use electronic files prepared according to our guidelines (see below). Make sure that all tables and figures are mentioned within the text (e.g., "Table 1 shows . . ." or "(see Figure 1).") Add: [INSERT FIGURE/TABLE 1 ABOUT HERE] after the paragraph where that mention was first made. For the preparation of electronic files for figures and tables, "Disk Preparation Instructions" will be provided separately.

4. *An entire paper should be in a single file* (except tables and figures) unless it is exceptionally long.

5. We convert all files for use in MSWORD.

6. The *first page* should start with the author(s)' name(s), followed by the article's title and the abstract. The author(s)'s name, affiliation, address, telephone, FAX, and e-mail addresses should appear on the first page (type as plain text, not as an embedded note), so that we and ISMO readers may contact you if necessary. You may also list financial and editorial support, a note on the source of the paper and acknowledgment of assistance, including that of a translator.

7. *Each contributor will receive two free copies of the published ISMO issue.* Off-prints, reprints, and additional copies of an entire issue can be ordered from the Publisher at a reasonable price.

### ISMO TITLES AND SUBTITLES, STARTING WITH THE ARTICLE'S TITLE

German Management  
(quadruple spacing below this title)

A System in Evolution

*Review of the Literature*

*Early Authors*

*Max Weber.* He is the best-known German scholar on management and administration, and his work continues to impact contemporary research all over the world and in many contexts. [This is a sample subtitle that is immediately followed by a sentence after the period.]

### SOME COMMON ERRORS

1. U.S. is *used only* as an adjective; e.g., “He came to the *United States* to buy *U.S.* goods.”

2. “American” (to refer to U.S. citizens, companies, technologies, etc.) should be avoided because Canadians, Brazilians and Mexicans are also “Americans.” Use “U.S.” instead, unless unavoidable as in: “Americans prefer U.S. goods.” But you could have phrased it: “U.S. consumers prefer locally-made goods.”

3. Use U.S.-style, not British-style, punctuation—that is, punctuation signs go *inside* the quotation mark as in the following quotation: “The firm’s profits were much higher this year.”

4. A hyphen (as in “labor-intensive”) is one dash long while an em-dash (which is used to isolate one part of a sentence) is two dashes long—as is done before the last part of this sentence.

5. In the *text*, you write “15 percent” instead of “15%” but you can use “15%” in *tables and parentheses*.

6. In the *text*, numbers from 1 to 10 are spelled out: “five women out of 15.” However, you can use the numbers 1 to 10 in *tables and parentheses*.

7. A citation uses three dots, each separated by one blank space, to indicate that some words or sentences were left out, while square brackets surround added words: “[Napoleon] used to say . . . that a picture is worth a thousand words.”

8. Some *Latin expressions* are often misspelled or misused:

e.g. (exempli gratia) = for example. It is followed by a comma (e.g., Jones 1978).

i.e. (id est) = that is, namely. It is followed by a comma (i.e., the Civil War).

vs. (versus) = against, compared to.

cf. (confer) = compared to other authors: *it implies a contrasting point of view* and should not be confused with “see” or “e.g.” (used to cite authors in a parenthesis) which indicate *support or confirmation*.

et al. (et alii) = and others (that is, co-authors).

etc. (et caetera) = and so on.

These Latin expressions are best used in notes and parentheses, and it is better to use regular English equivalents in the text itself.

9. Do not say “this paper” but “this article, analysis, report, study.”

10. You can use “I, we, my, our” *sparingly* in the Abstract and text.

11. Use the past tense when citing an author: “Graham (1988) *stated* (said, concluded, noted, argued, etc.) that transaction costs are always positive.”

### COMPATIBLE SOFTWARE

ASCII  
Microsoft RTF  
Microsoft Word (Windows or Mac OS)  
WordPerfect  
Xywrite

If any other software is contemplated, please contact the Publisher *in advance*. Do *not* send documents as PDF or LaTeX files because they will be rejected by the Publisher.

Note: Files should *not* contain coded, “embedded” or “automatic” notes.

### TRANSLATION RATES

The following rates apply to work that meets M.E. Sharpe, Inc.’s technical specifications, editorial standards and work deadlines.

Basic Rate	US\$0.06 per word (US\$60 per 1,000 words)
Technical Rate	US\$0.10–0.12 per word (US\$100–120 per 1,000 words)

The Technical Rate applies to legal, mathematical, medical and other highly technical texts as well as to poetry.