Manuscript requirements

General information

An electronic copy of the paper should be submitted to **jcrl@umk.pl**. Please use single line spacing to conserve paper during the review and production processes. As a guide, articles should normally be **between 20000 and 35000 characters** (with spaces) **in length**, with greater length being permitted in exceptional circumstances. The authors should be shown and their details must be printed on a separate cover sheet. A brief **autobiographical note** should be supplied including full name, affiliation and full international contact details (including e-mail address and phone number). In order to ensure the impartiality of the reviewing process, the authors should not be identified anywhere else in the article.

Manuscript structure

The **heading of paragraphs** must be short, clearly defined and numbered. An **introduction** should include: the aim of the paper (and optionally research problems and/or hypotheses), research methodology and the outline of the paper structure.

Authors must supply an **abstract** covering: aim/purpose, methodology/approach, main findings, implications/limitations either for further research, for practice, or for society; and the originality/value of the paper. Maximum is 250 words in total. In addition provide up to six **keywords** which encapsulate the principal topics of the paper.

Figures, charts, plates, tables

All **Figures** (charts, diagrams and line drawings) and **Plates** (photographic images) should be submitted in electronic form. **Figures** should be of clear quality, in black and white and numbered consecutively with arabic numerals.

Figures created in **MS Word, MS PowerPoint, MS Excel** and **Illustrator** (CorelDRAW) should be saved in their native formats. If you are unable to supply graphics in these formats then please ensure they are .tif, .jpeg, or .bmp at a resolution of at least 300dpi and at least 10cm wide.

For photographic images (**plates**) good quality original photographs should be submitted. If supplied electronically they should be saved as .tif or .jpeg files at a resolution of at least 300dpi and at least 10cm wide.

In the text of the paper, the preferred position of all tables, figures and plates should be indicated by typing on a separate line the words "Take in Figure (No.)" or "Take in Table

(No.)". Tables should be typed and included as part of the manuscript. They should not be submitted as graphic elements. Supply succinct and clear captions for all tables, figures and plates.

Citations

References to other publications must be in **Harvard style** and carefully checked for completeness, accuracy and consistency. You should include all author names and initials and give any journal title in full. You should cite publications in the text as follows: using the author's name, e.g. (Adams, 2006, p. 10); citing both names if there are two authors, e.g. (Adams and Brown, 2006, p. 15), or (Adams et al., 2006, p. 20), when there are three or more authors.

Reference list

At the end of the paper a reference list in alphabetical order should be supplied. A reference list should be completed in accordance with the following rules:

1. *For books*:

   Surname, Initials (year), *Title of Book*, Publisher, Place of publication.

   Harrow, R. (2005), *No Place to Hide*, Simon & Schustler, New York, NY.

   Karaszewski, R. (2008), *Leadership in the Global Business Environment - Unwrapping the Japanese Approach*, Wydawnictwo UMK, Toruń.

2. *For book chapters*:

   Surname, Initials (year), "Chapter title", Editor's Surname, Initials (Ed.), *Title of Book*, Publisher, Place of publication, page numbers.

   Glińska-Neweś, A. (2010), "Organizational Culture of SMEs in Light of the Research on Positive Organizational Potential", in: Matejun, M. (Ed.), *Managing the Potential of Small and Medium-sized Enterprises in Business Practice*, Monografie Politechniki Łódzkiej, Łódź, pp. 11-26.

3. *For journals*:

   Surname, Initials (year), "Title of article", *Journal Name*, volume, number, page numbers.

   Stankiewicz, M.J., Glińska-Neweś, A. (2009), "Reference model of knowledge management and its cultural context", *Argumenta Oeconomica*, Vol. 23 No. 2, pp. 35-57.

4. *For published conference proceedings*:

   Surname, Initials (year of publication), "Title of paper", in: Surname, Initials (Ed.), *Title of published proceeding which may include place and date(s) held*, Publisher, Place of publication, page numbers.

   Haffer, R. (2010), "The Impact of Management Systems on Companies' Performance Related to Different Stakeholders. The Polish case", in: Tow, T.T., Yusup, Y., Fizani, F.,

Fizri, A. (Eds.), *Preceedings of International Conference on Environmental Research and Technology (ICERT 2010). Research and innovation towards environmental sustainability*, School of Industrial Technology, Universiti Sains Malaysia, Peneng, pp. 28-34.

5. *For unpublished conference proceedings*:

Surname, Initials (year), "Title of paper", paper presented at Name of Conference, date of conference, place of conference, available at: URL if freely available on the internet (accessed date).

Haffer, R., Kristensen, K. (2009), "People Management as Indicator of Business Excellence. The Polish and Danish perspectives", paper presented at the 1st Annual Canadian Quality Congress „Focus on Future: Quality, Innovation and Social Responsibility", 19-21 August 2009, University of British Columbia, Vancouver, available   at: http://canadianqualitycongress.com/papers2009/RafalHaffer&KaiKristensen_manuscript_ver02/pdf (accessed 20 August 2009).

6. *For working papers*:

Surname, Initials (year), "Title of article", working paper [number if available], Institution or organization, Place of organization, date.

Moizer, P. (2003), "How published academic research can inform policy decisions: the case of mandatory rotation of audit appointments", working paper, Leeds University Business School, University of Leeds, Leeds, 28 March.

7. *For encyclopedia entries (with no author or editor)*:

Title of Encyclopedia (year) "Title of entry", volume, edition, *Title of Encyclopedia*, Publisher, Place of publication, page numbers.

Encyclopaedia Britannica (1926) "Psychology of culture contact", Vol. 1, 13th ed., *Encyclopaedia Britannica*, London and New York, NY, pp. 765-71.

For authored entries please refer to book chapter guidelines above.

8. *For newspaper articles (authored)*:

Surname, Initials (year), "Article title", *Newspaper*, date, page numbers.

Smith, A. (2008), "Money for old rope", *Daily News*, 21 January, pp. 1, 3-4.

9. *For newspaper articles (non-authored)*:

Newspaper (year), "Article title", date, page numbers.

Daily News (2008), "Small change", 2 February, p. 7.

10. *For electronic sources*:

Surname, Initials (year), "Title of entry", available at: URL if freely available on the internet (accessed date)

Castle, B. (2005), "Introduction to web services for remote portlets", available at: http://www-128.ibm.com/developerworks/library/ws-wsrp/ (accessed 12 November 2007).

Standalone URLs, i.e. without an author or date, should be included either within parentheses within the main text, or preferably set as a note (roman numeral within square brackets within text followed by the full URL address at the end of the paper.)