

ALLIED ACADEMIES' AFFILIATED JOURNALS' FORMATTING INSTRUCTIONS

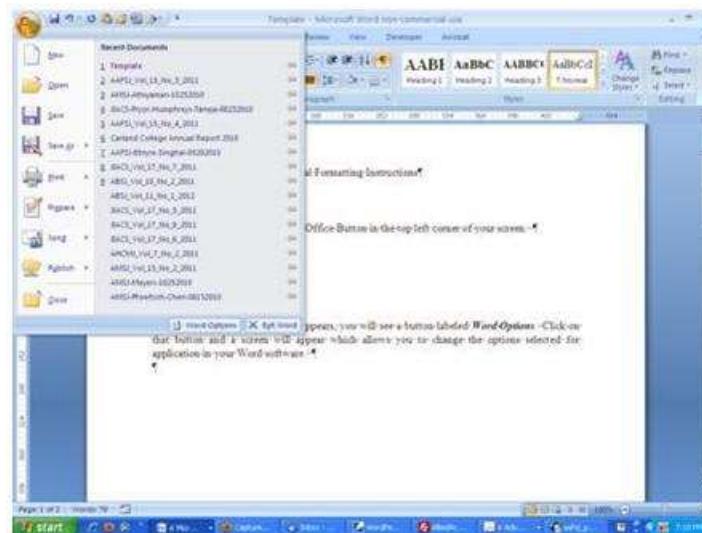
Please note that these instructions are designed for Microsoft Office Word 2007. If you have a lower version of Word, it might not operate properly, so we would encourage you to update to Word 2007. If you have a higher version of Word, the step by step instructions might be slightly different from the screen shots we display. If you are using a version of Microsoft Word for Mac, then you must find equivalent commands and defaults to produce the results described in this template.

If the formatting seems overwhelming, just contact us. We have an Editor under contract who will format your manuscript for you, and the fee is normally US \$5.00 per page. In the case of extremely complex manuscripts, the fee might be higher, but we can look at your manuscript and quickly let you know what the cost might be in advance.

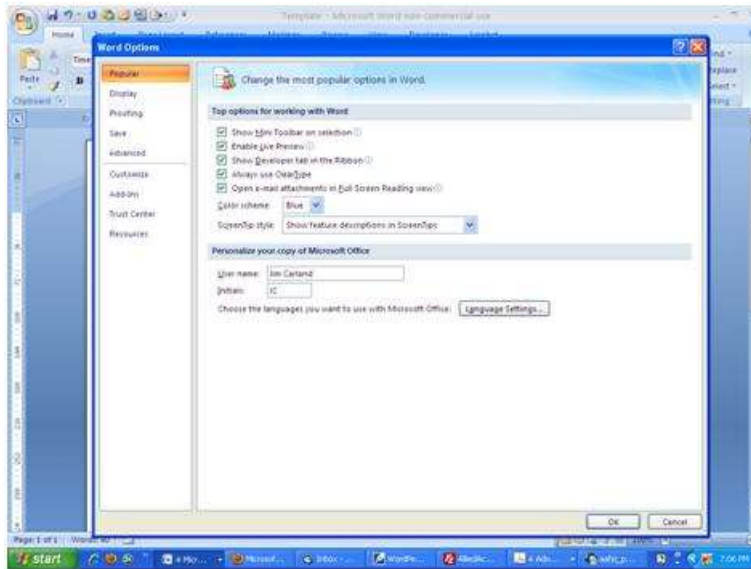
STEP ONE: CHANGE THE COPY AND PASTE OPTIONS



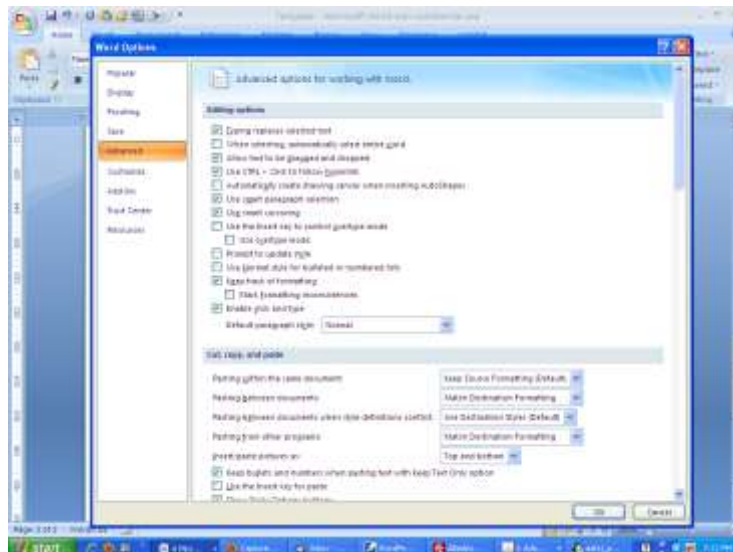
Click on the Microsoft Office Button in the top left corner of your screen and this screen opens:



At the bottom of the menu that appears, you will see a button labeled *Word Options*. Click on that button and this screen opens:



About the fifth option on your menu bar is called **Advanced**. Click on that button and this screen appears:



Under **Cut, Copy and Paste**, you will see two windows that we need to address. One of these is **Pasting between documents**, and the other is **Pasting from other programs**. Each of these windows will be set on the default setting of **Keep Source Formatting (Default)**. We need you to open the settings box for each of these two options and change the setting to: **Match Destination Formatting**, as shown in the above screen shot. Then click **OK**.

It is important for you to remember that these changes that you have just executed are permanent changes for your Word software. If you need to change them back to the default settings after you have completed preparing your manuscript for submission, you will need to open these dialogue boxes again, and reset the preferences.

STEP 2: PREPARE YOUR MANUSCRIPT FOR FORMATTING

First, open your manuscript in another window, and keep this template open here in this window. Now, in your manuscript, **Remove Headers** and **Remove Footers**. If you have page numbers turned on separately, you must **Remove Page Numbering**. Be sure that no headers, footers or page numbers remain in your manuscript.

Now, and this is crucial, you must remove all **Section Breaks**. From the Home tab, you will see in the center of the bar a reveal formatting command key, the paragraph symbol: ¶. Clicking on this symbol will toggle back and forth between reveal codes, and you will now be able to scroll through your manuscript and find page breaks and section breaks. If you have trouble seeing all of the possible **Section Breaks**, you should use the **Go To** command under the **Find** option which shows on the right hand corner of the **Home** tab. This will allow you to go to **Breaks**, and you can then delete these **Breaks**. If you fail to remove the **Section Breaks**, then default settings from your original document can come in to corrupt the defaults that we have set in this template.

STEP 3: COPY AND PASTE YOUR MANUSCRIPT INTO THIS TEMPLATE

After making the changes in your manuscript described in Step 2, you are ready to bring it into this template. We recommend that you open another copy of this template in a third window. Delete all of the contents of the template in that window, but leave the headers and footers in place. Save that empty template with a temporary name, and return to these instructions. Now, you should have your adjusted manuscript in one window, the prepared template in a second window, and these instructions here, in the third window.

Do not open any new documents or files. Opening a document will destroy the default settings that we have built into the template. The template is the model and the skeleton for completing your formatted manuscript, so we want to preserve it, intact.

Highlight and **copy** your adjusted manuscript from window two. Move to window three which should contain the empty template, and **paste** your manuscript there, and return to these instructions. By copying and pasting your manuscript, you have created a working version which now has the default formatting settings that we need. We are ready to finalize the working version of your manuscript for publication submission.

Your working manuscript in window three should now be presented in Times New Roman 12 point type, with 1.1 spacing and full justification throughout. Move to that window,

and inspect the entire manuscript. If any sections do not appear to match this description, highlight those, and click on **Normal** in the default styles menu on the **Home** tab. Then, return to these instructions.

We will now create headings in your working manuscript. Move to your working manuscript, highlight the title and click on **Heading 1**, in the default styles menu. This marks your title for inclusion in our Table of Contents, and changes it to 18 point, all caps, bold type. Now, highlight all of the authors and affiliations, and click on **Heading 2**. This marks the authors for inclusion in our Table of Contents, and changes them to 14 point, bolded type. Then, return to these instructions.

We are now ready to create all of the headings and subheadings in your working manuscript. Please note that all headings and subheadings should have one line above and one line below the heading. Now, go to your working manuscript and highlight the title Abstract, and each of the major headings in your manuscript, and click on **Heading 3**. This will shift each of these headings to centered, 12 point, bold, upper case type.

If you have subheadings, highlight each of these, and click on **Heading 4**. This will change each to bold, left justified, initial caps. If you have sub-subheadings, highlight each of these and click on **Heading 5**. This will change them to bold, indented, initial caps. You should not have any headings below this level. If you have such in your manuscript at this time, then remove them. When you have completed these changes, return to these instructions.

We now need to ensure that every paragraph in your working manuscript is indented. As you know, we turned off first line indent because this command causes problems with the centering of headings. Now, return to your working manuscript, page through the document and insert a **tab** at the beginning of each paragraph. Check to be sure that each heading has one space above and one space below, then return to these instructions.

Our next adjustment, will be to format your references. Your **References** should be entitled References, and should be a **Heading 3** highlight. Go to your working manuscript, and remove tabs, or hard returns, or other attempts to format your references, then highlight the entire group of references. Click on 10 point type in the **Home** tab, then drag the lower triangle in our **Tab** bar to the 36 point (1/2 inch) position. Don't move the top triangle. This will indent the second line of each of your references, while leaving the first line even with the left margin. Then, return to these instructions.

In the following sections of these instructions, we will describe how hypotheses, citations and endnotes, formulae, tables, lists, highlights, and figures should be prepared. We will conclude with sections devoted to formatting cases, if that is applicable to your manuscript. Before we begin, let's make one final check of your working manuscript. If your copy and paste commands worked properly, there should have no **Section Breaks** entered into the work. If that did happen, the headers and footers will be disrupted. You can go to your working manuscript and page through it to check. If the headers and footers remain intact throughout, then no section breaks entered the document, and we are ready to finalize the publication. If there are any

changes in the document, search for the **Section Break**, and delete it. That should finalize the document, and set you up to finish the preparation.

As you proceed to finalize the preparation of your manuscript, watch for appearance on the page. If you follow all of these instructions carefully, the document should appear in the journal in exactly the same way as it appears to you now. So, try to make it look like you want it to appear, and try to locate exhibits where you want them to appear.

HYPOTHESES

When you need to include hypotheses in your paper, put them in 10 point font, and italicize them. Indent them from the left margin, by highlighting the hypothesis and dragging the double tab button to the 36 point (1/2 inch) position; then drag the lower tab button to the 72 point (1 inch) position. See the example below.

H₁ This is my first hypothesis. Maybe it will be found to be true. If it is, then all of us will really be extremely pleased!

H₂ This is my second hypothesis. Maybe it will be found false.

H₃ This is my third hypothesis and it uses a subscript.

So, that is what an average hypothesis statement looks like. If you would like to put the numbers in subscript, you may do so. If you would like to spell out hypothesis, you may do so.

CITATIONS AND FOOTNOTES

We like to use APA style for all of our publications. The American Psychologist's Association Style Manual does NOT employ footnotes. Instead, a citation is handled in the body of the text (Carland & Carland, 1984), by putting the last names of the authors, followed by the year of the publication within parentheses. If there are multiple citations with a single sentence then separate the articles with a semicolon (Carland & Carland, 1984; Stewart, Carland & Carland, 1997). If the citation occurs at the end of the sentence, it should be **inside** the period. If you cite specific information, or you quote a reference, add a page number after the date. We present examples of the proper approach to citation a bit later in these instructions.

Please try **NOT** to use footnotes or endnotes. Instead, please include that supplemental material in the body of the text (in parentheses if necessary). If you absolutely cannot avoid using a note, please use endnotes. However, exercise caution, as your endnotes may appear at the end of the journal rather than the end of your paper. To avoid this possibility, enter your endnotes **manually** (do not use Word's endnote generator) so that you avoid such problems. That means manually entering your superscripted numbers¹ in the body of the text, then typing in

the corresponding numbers at the end of the paper to display your Endnotes. Put the Endnotes .in front of the References. The title, Endnotes, should be a **Heading 3**, and the endnotes should be in 10 point type, numbered and indented. To indent the group, highlight the group, and drag the lower triangle indicator in the tab bar to the 36 point (1/2 inch) osition. This should indent all second lines of the notes.

ENDNOTES

- 1 As we indicated, we want you to avoid endnotes when you can. If you must have them, then manually type in the number in body of the paper, and superscript it. Then manually type in the note here, before the references. Set them to 10 point type, and number them accordingly, then adjust them by dragging the lower tab indicator to the 36 point (1/2 inch) position.

LISTS AND HIGHLIGHTS

If you have material which you would want to include in the form of a list, please do not use bullet points. You may number the items or just omit bullets or other indicators. Offset the material with a line above and below, and change it to 10 point type. Highlight the material and drag both the upper and lower triangles on the tab bar to the 36 point position (1/2 inch), then drag the lower triangle on to the 72 point (1 inch) position. Here is an example.

This is the first example of listed material and it will be highlighted in the text by its location and appearance.

This is the second example of listed material. You could number these items, if you prefer

Here is the same example, but his time, we use numbers for each of the items in the listed material. We like to avoid bulleted lists because the variety of bullets varies greatly between manuscripts and impacts the overall appearance of the journal.

1. This is the first example of listed material and it will be highlighted in the text by its location and appearance.
2. This is the second example of listed material.

If you have material that you wish to highlight, such as a quotation from another researcher or some a statement from a research subject, offset it with a line above and below, and change it to 10 point type. Highlight the material and drag both the upper and lower triangles on the tab bar to the 36 point (1/2 inch) position, then covert the material to italics. Here is an example.

When we were doing the literature review, we found this quote to be very insightful, and we wanted to present it as a highlighted item in the manuscript.

FORMULAE

When using formulae, we recommend you use the software called Math Type, made by Decision Science. It plugs nicely into Word and is available for a nominal fee with your academic discount. Please visit <http://www.dessci.com/en/products/mathtype> for more information.

Below we have inserted some meaningless formulae just to serve as an example. In this example we centered the equation, then inserted some tabs to put in the number. If you have to number your equations, please make them consistent. If your equations are long, they you may enter them with a single tab, rather than center them.

$$\sqrt{a^2 + b^2} x \lim_{x \rightarrow \infty} \left(\frac{-b \pm \sqrt{b^2 - 4ac}}{2a} \right) \tag{1}$$
$$\sum_{i=1}^n X_i = \frac{1}{n}$$

When you have certain formulaic characters that are simply italicized letters (i.e. *r*, *z*, etc.) that you would like to include in the body of a paragraph, it is best just to use the letter rather than a formula box. Formula boxes in the body of paragraphs can alter the line spacing, which we would like to avoid, if at all possible.

TABLES

We encourage you to submit your tables just as you would like them to appear. With that in mind, we do have a few requests to maintain some consistency from one paper to the next. We would like for the table contents to be in 10 point font (or smaller if the size of the table calls for it) and centered on the page. Please include the table's title **inside** the borders of the table as shown below. The table title should be centered and bolded, and in the same size font as the rest of the table.

Use gridlines around all of the cells. Set these with "Table Properties" to a width of ¼ point, choose automatic color, and click on the "All" setting. Do **NOT** include empty rows, columns or cells in an attempt to format the table. Do **NOT** remove gridlines from any cells. Now, using Table Properties, set the Table width to a preferred 95%, and center it. If the table is very large, then you may choose 100% for the preferred width. Do NOT set the table to a fixed width, as it will not resize if we have to make any adjustments. Here is an example.

Table 1		
DESCRIPTION OF STUDY		
Table Title on the Inside		
COMPANY	Name	DATE
ABC	A Name	1/1/2010
DEF	B Corp.	1/2/2009
GHI	C. Name	5/5/2008
WXY	D. Inc.	7/21/2007

Left justify, center, or right justify columns in your table to make your material more readable, as you desire. Also, please place the tables in the body of the document where you would like them to appear. We may have to move the table up or down a paragraph or two in order to accommodate pagination, but we will keep it close to your preference. If you follow the instructions carefully, we should not have to move the table, at all.

If your table might break over a page, identify the header rows with Table Properties, so they will repeat on subsequent pages. If your table is extremely complex, or extremely large, you can try to get it to work by sizing down the font to 9 point, or even 8 point. If you are still unable to get your table to work on the page, then you must send it to us in excel, and we will prepare the format for the table to make it fit in the paper. If you have a large number of tables, or if they are extremely complex, we may assess a charge for this service.

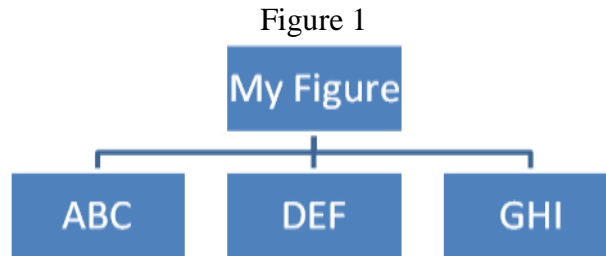
We might advise you concerning tables, that extremely complex, or busy tables are difficult to read, and do not add to the manuscript. It is better to use simple tables, even if you need more of them, than to create something that no one can understand.

FIGURES

Your figures should always be centered, and should have a title for reference purposes. Remember, that we may have to move them around in your document to facilitate pagination, but if you follow these instructions carefully, we should not have to move any of your figures..

When you create figures, remember to use Times New Roman as the font in the figure, and think about how it will look in the journal. Generally, figures should not exceed 6 inches in width. Keep in mind that the hard copy journals are printed in black and white, which might alter how you format your figures. The PDF versions will be in color.

If your figures become complex, then please convert them to jpeg format. This will allow the figure to be resized, centered, and adjusted more easily in the document.



If you have extremely complex figures, or if you have trouble in converting them to jpeg, please contact us. We may need for you to send us physical copies of the figures for scanning into jpeg formats. If you have a large number of figures, or complex figures, we may assess a charge for formatting.

REFERENCES

References should be prepared in general accordance with the APA (American Psychological Association). We do deviate from APA style with respect to underlines. These do not reproduce well, consequently, we ask that you use italics in place of underlines. Double space between references and do not use underlining (___) at the beginning of a reference as a shortcut.

The section heading for references must be centered in bold, just like the rest of the headings in the paper. The references themselves should be in 10 point font and formatted with the second and subsequent lines of a reference indented .5 inches or 36 points. This is accomplished by highlighting the references, then dragging the lower tab indicator to the 36 point (1/2 inch) position. Below are some examples of different citations. Please note that if you have a break problem because of a website, you should manually choose a break point by inserting a space into the citation. We have illustrated that in the second example below. Be sure not to allow websites to change in color or to incorporate underlines. If that happens, you can remove the problem by highlighting the text, clicking on font color, then clicking on underline.

Citing a Journal Article

Carland, J.W., F. Hoy, W.R. Boulton & J.A. Carland (1984). Differentiating entrepreneurs from small business owners. *Academy of Management Review*, 9(2), 354-359.

Citing an Online Journal Article

Fredrickson, B.L. (2000). Cultivating positive emotions to optimize health and well-being. *Prevention & Treatment*, 3, Article 0001a. Retrieved November 20, 2000, from <http://journals.apa.org/prevention/volume3/pre0030001a.html>

Citing a Book

Carland, J.W. & J.A. Carland (1999). *Small business management: Tools for success (Second Edition)*. Houston, TX: Dame Publishing.

Citing an Article in a Magazine

G. Gendron & B. Burlingham (1989, April). The entrepreneur of the decade: An interview with Steve Jobs, *Inc.*, 114-128.

Citing a Proceedings

Carland, J.A., J.W. Carland & W.H. Stewart (2000). The indefatigable entrepreneur. *Proceedings of the Association of Small Business and Entrepreneurship*, 168-180.

Citing a Presentation

Ensley, M.E., J.A. Carland & J.W. Carland (May, 1998). The lead entrepreneur. Presented to the *Babson College Entrepreneurship Conference*, Gent, Belgium.

Citing an Article in a Book

Brockhaus, R. H. (1982). The psychology of the entrepreneur. In C. Kent, D. Sexton, & K. Vesper (Eds.), *Encyclopedia of Entrepreneurship* (pp. 39-57). Englewood Cliffs: Prentice-Hall.

Citing an Internet Source

GVU's 8th WWW user survey. (n.d.) Retrieved August 8, 2000, from <http://www.cc.gatech.edu/gvu/usersurveys/survey1997-10/>

Citing a Dissertation

Carland, J. W. (1982). *Entrepreneurship in a small business setting: An exploratory study*. Unpublished doctoral dissertation, University of Georgia.

Citing a Film

R. LaPointe & H. Glazer (Executive Producers) (1992). *H. Ross Perot: A vision for success in the '90s*. Boston, MA: Goldhirish Group, Inc.

CONCLUSION

This concludes our formatting guidelines, unless you are preparing a case. Detailed instructions for case formatting follow this section. If you have any questions or issues, please email us for clarification. If the formatting seems detailed, that is a result of the issues involved

in producing a journal. It does tend to be a complex process. As we mentioned at the outset, if the formatting seems overwhelming, just contact us. We have an Editor under contract who will format your manuscript for you, and the fee is normally US \$5.00 per page. In the case of extremely complex manuscripts which have extensive formulae, figures or tables, the fee might be higher, but we can look at your manuscript and quickly let you know what the cost might be in advance.

Thank you for sharing your work with us. We look forward to publishing many more of your manuscripts!

GUIDELINES FOR CASES

Prepare cases as described above with these exceptions. First, instead of an abstract, begin the case with a *Case Description* and a **Case Synopsis**, both in italics as illustrated below. Technical information is in the Description, while the Synopsis should gain the reader's interest. The body of the case should follow the synopsis, separated by a heading. Prepare the *Instructors' Note*, described more fully below, in accordance with these instructions as well. The description and synopsis are important as they communicate basic information about the case to the reader. Never forget that the Note is actually more important than the case, at least in the perspective of accrediting agencies for your university!

CASE DESCRIPTION

The primary subject matter of this case concerns (describe the most important subject, ie, entrepreneurship/conflict management/ethics/etc.). Secondary issues examined include (list as many as the case contains just like for the primary subject). The case has a difficulty level of (choose one of the following: one, appropriate for freshman level courses; two, appropriate for sophomore level; three, appropriate for junior level; four, appropriate for senior level; five, appropriate for first year graduate level; six, appropriate for second year graduate level; seven, appropriate for doctoral level). The case is designed to be taught in (indicate how many) class hours and is expected to require (indicate how many) hours of outside preparation by students.

CASE SYNOPSIS

In this section, present a brief overview of the case (a maximum of 300 words). Be creative. This section will be the primary selling point of your case. Potential case users are more apt to choose cases for adoption which catch their fancy.

The Case Description and Case Synopsis are not used when the case is assigned to students. Their purpose is to inform instructors and prospective users of the case.

CASE BODY

The body of the case will follow the description and synopsis, and should be formatted in accordance with the forgoing instructions. Avoid using photographs or extensive exhibits which will make reading the case more difficult. The general rule of thumb is, if looking at this exhibit is not important to the decision point of the case, then omit it.

Please do NOT include assignment questions in the body of the case. These should be in the Instructors' Notes. Leaving them in the case body will prejudice student readers, as they will seize on the assignments, ignoring much of the content of the case.

INSTRUCTORS' NOTES

Instructors' Notes are an important part of the referee process and must be included with all cases submitted for review or for publication in any form. Notes should be prepared in accordance with these publication guidelines and included at the end of the **same file** in which the case appears.

Prepare Instructors' Notes for use by instructors who are not familiar with the case issues. The note should allow the instructor to teach the case without additional research. Begin the note with a **REPEAT** of the Case Description and Case Synopsis. Follow the Case Synopsis with Recommendations for Teaching Approaches. Specific questions, assignments or teaching methodologies should follow. Be sure to **INCLUDE ANSWERS** for all questions or assignments. Please do not include the questions and assignments in the case, but include them in the Instructor's Note instead. This gives instructors more flexibility in what to assign. Epilogues, if appropriate, should close the note. If your case is from library research, include the references for all material used in a **REFERENCES** section.

CONCLUSION

This concludes our formatting guidelines. If you have any questions or issues, please email us for clarification. If the formatting seems detailed, that is a result of the issues involved in producing a journal. It does tend to be a complex process. As we mentioned at the outset, if the formatting seems overwhelming, just contact us. We have an Editor under contract who will format your manuscript for you, and the fee is normally US \$5.00 per page. In the case of extremely complex manuscripts which have extensive formulae, figures or tables, the fee might be higher, but we can look at your manuscript and quickly let you know what the cost might be in advance.

Thank you for sharing your work with us. We look forward to publishing many more of your manuscripts!