

## **BAR - BRAZILIAN ADMINISTRATION REVIEW**

### **SUBMISSION MANUAL**

Since August 1<sup>st</sup>, 2005, ANPAD's Journals adopts the American Psychological Association (APA) guidelines for citations and references in papers published in **BAR – Brazilian Administration Review**. If you have questions or experience difficulties with the submission process, please contact us at: **bar@anpad.org.br**

Dr. Ivan Lapuente Garrido  
UNISINOS, Brazil  
Editor-in-chief, BAR - Brazilian Administration Review

<https://bar.anpad.org.br>

Brazil, 2022

Last updated August 25<sup>th</sup>, 2022

## TABLE OF CONTENTS

<b>About the journal and publication guidelines.....</b>	<b>03</b>
<b>Improving your chances of getting published.....</b>	<b>04</b>
<b>Directions for submission .....</b>	<b>05</b>
Steps for article submission.....	05
Important notes.....	07
Document formatting.....	08
<b>Research articles.....</b>	<b>09</b>
<b>Interviews .....</b>	<b>10</b>
<b>Thinking outside the box .....</b>	<b>10</b>
<b>Tables and figures.....</b>	<b>11</b>
Tables .....	11
Figures .....	12
<b>Citations and references .....</b>	<b>14</b>
<b>References .....</b>	<b>14</b>

## ABOUT THE JOURNAL AND PUBLICATION GUIDELINES

BAR is a scholarly journal on business and public administration published quarterly since 2004 by ANPAD (Brazilian Academy of Management). BAR is a fully open-access online journal that is a member and abides by the principles of COPE – Committee on Publication Ethics for scholarly publication. BAR is available in most indexing services, including Scopus and Scielo.

**Mission:** BAR's mission is to advance scholarly knowledge on management and organizational theories to assist business and public administration worldwide through the global dissemination of conceptual and empirical studies developed in Brazil and other countries. BAR will achieve its mission using a world-class editorial process from document review to publication.

**Scope:** BAR publishes documents within the interests of business and public administration, management science, and organization studies. Diverse theoretical and methodological perspectives are welcome as long as they contribute to advancing the frontiers of a specific theoretical tradition and are also insightful to practice. Prospective authors should note that studies with blurred boundaries between what is inherent to organization studies and what may be framed within the interests of, for instance, anthropology and sociology will be rejected. Symptomatically, a large body of research has been misleading organization scholars. The same policy applies to studies that are not fully characterized within another scholarly field but whose main interests concern isolated issues, such as culture, gender, race, performance, impact, and the like. BAR's editorial scope for research articles does not include teaching cases, theoretical essays, opinion papers, purely applied practitioner-oriented technical material, and replication studies. As for the latter, replication is here conceived in broad terms, including the testing of theories (confirmation/refutation of previous findings), contextualization studies (application of scales to a different context), and perspective studies (collection of data from a different demographic group). Systematic literature reviews will be considered only if they address issues of contemporary interest both for theory development and application in organizations. Before submitting your systematic literature review, BAR recommends authors read two papers on how to develop compelling literature reviews: [1](#) and [2](#).

**Target audience:** The target audience of BAR is the global scholarly community in all interests of business and public administration.

**Sections:** Documents of interest for a BAR issue include editorial prefaces (section "Editorial"), interviews with renowned scholars (section "Interview"), original studies (section "Research articles"), and outstanding opinion articles that challenge current paradigms or describe unique experiences on the application of theories (section "Thinking Outside the Box").

**Originality:** All submitted documents must be original, unpublished, and not be under consideration for publication in any other venue. Previous publication as a preprint or in conference proceedings would not violate the originality requirements, but each case should be discussed with the editorial office and informed in the cover letter upon submission. For papers resulting from conference proceedings, we recommend that articles are significantly improved after the conference presentation and before submission. Prospective authors are asked to read BAR articles before preparing their submissions.

**Language:** Submissions can be made in English or Portuguese. However, if the manuscript in Portuguese is accepted for publication, the authors must send the full version of the manuscript in

the English language (with proper vernacular quality and content) to BAR. The manuscripts will be published only in English, given the journal's international audience.

**Authorship limitations:** There should be no more than five authors per article. Also, as of January 1<sup>st</sup>, 2007, BAR's publisher ANPAD has set a limit of two to the number of articles submitted to BAR per author per year, regardless of the author's position in authorship. As such, if any author who has not submitted an article to BAR in any given year submits an article co-authored by someone who has already submitted two articles to the same journal that year, the submitted article will be automatically withdrawn. Also, the following individuals cannot submit papers to BAR: (a) members of ANPAD's Presidential Board; (b) BAR's Editor-in-Chief; (c) BAR's Senior Editors; (d) BAR's Associate Editors (permanent), and (e) members of the journal's Editorial Policy Committee.

**Ethics Compliance:** BAR abides by the editorial principles of Best Practices in Scientific Publication and Code of Ethics, both initiatives of ANPAD to help Brazilian journals achieve high visibility and impact as research resources in the fields of Administration and Accounting. Before submission, authors should read those documents and agree to follow ANPAD's principles of ethical research and publication. BAR is also a member of, and subscribes to the principles of, the Committee on Publication Ethics (COPE) and the San Francisco Declaration on Research Assessment (DORA).

Please read the description of the journal's Peer Review process in [item 6 under Editorial Policies](#).

Please, also check BAR's [Privacy Statement](#).

## IMPROVING YOUR CHANCES OF GETTING PUBLISHED

In order to improve your chances of getting published, please double-check your paper vis-à-vis the following issues.

Your paper must:

1. Contribute to theory and practice in the field of business or public administration
2. Address advancements to the frontiers of scholarly knowledge and organizational practice on a global scale instead of providing insights about/to a particular country or region
3. Include bibliographical references made up of (almost only) up-to-date articles published in reputed scholarly journals available in English
4. Refer to classic authors and current developments in the theories mentioned in the paper
5. Fit BAR's [editorial policies](#) (please also read previously published articles)
6. Be clearly aligned to the interests of public or business administration instead of being borderline to other fields such as sociology, anthropology, or economy
7. Be formatted according to the [APA Style](#) (2020).
8. Clearly state a compelling research question and the conceptual model (preferably employing a figure)
9. Be described in due methodological detail
10. Be skillfully crafted to properly address the conceptual model and answer the research question

## DIRECTIONS FOR SUBMISSION

BAR uses [ScholarOne Manuscripts](#) (for document submission, double-blind peer review, editorial decisions, and editorial team management). Documents should be thus submitted electronically after the user creates his or her account on the platform. To create your account, please follow the on-screen instructions, filling in the requested information. Your username will be your preferred email address. During account creation, you may be given the option to associate an [ORCID iD](#) with the account by either registering for a new ORCID iD or retrieving a current ORCID iD. We encourage all authors to register for ORCID, a non-profit, transparent, community-based effort to give all research activity a unique identifier. ORCID is mandatory for all authors in all submissions.

You can track the status and view the details of all your manuscripts on the journal's ScholarOne Manuscripts site. Online training documentation is available through the [Help](#) button at the top right of all journal site pages.

## STEPS FOR ARTICLE SUBMISSION

Carefully read the instructions below for the **system's steps to submission**. A submission that does not comply with journal requirements will be returned to the authors for corrections.

When you log in (<https://mc04.manuscriptcentral.com/bar-scielo>), you are taken to the Welcome page, where you will find the Author Center link. After selecting the Author Center link, you will find the Author Dashboard, where you begin the manuscript submission process by clicking on the "Start New Submission" button.

**In step 1:** Inform the manuscript type, the title (in the same language as the full text), and the structured abstract following the specific guidelines for each manuscript type.

**In step 2:** Load as a "**Main Document**" file the manuscript's full text in a single Word (.docx) file, which must be without identification of the authors. Then, load the "**Summary Page**" file, which is part of the 1<sup>st</sup> stage of evaluation of your article (desk-review assessment). This summary is not the abstract of your Main Document. Please, answer all questions below. Responses should be submitted in a separate file without the identification of the authors. This summary should not exceed one page and include:

- a) Research objectives (500 characters with spaces): What are the research question(s) and main objectives?
- b) Theoretical framework (500 characters with spaces): What theories and conceptual models are supporting your explanatory model, if any, and guiding your selection of variables?
- c) Methodological design/approach (850 characters with spaces): What is your research strategy and why does it seem appropriate given the research question(s) and the theoretical framework? What data collection and data analysis procedures were used and why? [If appropriate] How can your population and sample be characterized? What precautions were taken to assure the validity of the study's constructs?
- d) Main findings (500 characters with spaces): What are the main results that can be drawn from your research? Do they help you test your study's hypotheses or research propositions? Are they well supported by theoretical arguments? Do they corroborate or otherwise conflict with past results?

- e) Research limitations (500 characters with spaces): What aspects might limit, or somehow question, the conclusions you have reached?
- f) Contributions to academic knowledge, managerial practice, and/or to public policy (500 characters with spaces): What is novel and rich about your research and what does it add to our current stock of (theoretical, empirical, or methodological) knowledge on the subject? How can academicians, practitioners, or public policymakers benefit from this study?
- g) Keywords (150 characters with spaces): Indicate from three to five keywords.

Before submitting your paper, check the specific guidelines for your manuscript type that are available later in this document. Also, please check below the instructions regarding text formatting. Authors should be careful not to use words that could compromise the double-blind review, such as thesis, dissertation, institution, author's name, or just the abbreviations of their name, among others. Information such as acknowledgments and funding must be informed in the Cover Letter and the system's designated field, respectively (in step 6).

**In step 3:** It is necessary to inform which area the article is being submitted to:

Accounting; Entrepreneurship; Finance & Economics; Human Resources & Labor Relations Management; Management Information Systems & Decision Support; International Business; Logistics, Operations & Supply Chain Management; Marketing; Organization Studies; Public Administration; Science, Technology & Innovation Management; Social & Environmental Management; and Strategy.

**In step 4:** Authors must carefully fill in their data in the system (MANDATORY FOR ALL AUTHORS, maximum of 5 authors). Make sure that all fields are filled in correctly, **affiliations** (max. two per author; in the case of a student, inform the course and institution to which they are affiliated), the **institution's complete address**, and [authors' contributions following CRediT Taxonomy](#). All authors must present their [ORCID](#) in the submission. If there is more than one author, order according to the contribution of each one in the work. There should be no more than five authors per article.

**In step 5:** It is possible to indicate recommended and non-recommended reviewers. Completion is not mandatory.

**In step 6:** Please upload two files: the filled Open Science Compliance Form, and another file with the Cover Letter. The [Open Science Compliance Form](#) must be correctly filled out and attached.

The **cover letter** and the **revision letter** (when submitting a revision) are essential parts of your paper submission. Both letters are **mandatory** as part of the editorial process, and they allow the authors to talk directly to the editors about their study and other relevant issues. In the first submission of a paper, the **cover letter** should be helpful to the editors in informing certain details, such as how the study is connected to BAR's publishing tradition and interests, how the study is connected to the authors' previous works, and background, what is the story behind the study, and other issues that help the editors anticipate the potential quality, contribution and fit of the submitted paper. The cover letter may contain the identification of authorship, as only the editors have access to it. Information such as acknowledgments and funding must be informed in the Cover Letter and the system's designated field, respectively.

The **revision letter** is submitted along with each revised version of a paper, thus being dependent on the progress of the paper through the editorial process. The revision letter should be anonymous and provide detailed answers to the editors and reviewers in terms of the authors' decisions and corresponding actions regarding each and every review note.

The authors must inform the classification of the document according to **JEL codes** both in the cover letter and in the main document after the Abstract and Keywords. The JEL classification system originated with the Journal of Economic Literature and is widely used in scholarly resources in the field of Economics and related ones. Please access the JEL codes at: <https://www.aeaweb.org/jel/guide/jel.php>. Use that guide to gain insight on how to classify your work accordingly. The authors may also decide not to include a code if there is no appropriate match. In this case, please inform “JEL nonadherent”.

**In step 7:** Review the information filled in the system and make changes if necessary. Authors must view the PDF proof before completing the submission, otherwise, the system will not allow the submission to be completed.

## IMPORTANT NOTES

- Works that represent the publication of the same research with a different focus (for distinct audiences), or that have been previously presented in conferences or as a preprint, should explicitly mention such facts at the moment of submission. Any other relevant information should also be included in the **cover letter**.
- BAR **does not use footnotes**. Use the least number of **endnotes** possible, numbering them sequentially in the body of the text and including them at the end of the article (endnotes), before the list of references. A maximum of 6 endnotes is recommended.
- Please see that BAR is devoted to global readership in English. As such, we cannot accept **bibliographical references** in other languages when equivalent in-English sources are available. Please make sure that you use only sources in English throughout your paper OR please include sources in English along with the sources in other languages in each citation, except for when it is not possible at all.
- BAR demands that authors present, at the moment of submission, the necessary permissions to use any material protected by copyright – for example, illustrations, artwork, and photographs, including any materials from online sources. To reproduce copyrighted contents, the authors must obtain written permission from the owners of the rights and send the permissions to BAR’s Editorial Office. Permission is not necessary for significantly adapted content (but full citation to the source remains mandatory).
- All prospective authors and authors of papers published in BAR in the preceding two years should be available to collaborate with at least one review if needed.
- For the publication of documents, the authors must sign a [Transfer of Copyright Form](#), which will be sent to the authors by e-mail, reserving the rights, including for translation, to BAR.
- Neither ANPAD nor its editors are responsible for the opinions, ideas, and concepts included in published materials beyond concurring with the potential academic impact on the literature. The authors bear full authority and responsibility for their articles.
- All papers are published under a Creative Commons Attribution 4.0 International License.
- There are no charges to submit, publish or read articles. BAR also does not sell content.
- BAR uses [iThenticate](#) as the plagiarism detection tool.



## DOCUMENT FORMATTING

For the initial submission, the authors are free to decide on the layout of the papers. BAR understands that the focus of analysis should be a paper's contents, not the presentation. However, as per the usual preference of reviewers, we suggest that the authors consider the following format:

<b>Text-editing software</b>	MS-Word for Windows 2010 or later
<b>Paper</b>	A-4 (29,7 x 21 cm)
<b>Margins</b>	1 inch (2.5 centimeters)
<b>Font type</b>	Times New Roman, Calibri, Arial, Verdana, or Tahoma (including titles, abstract, and reference list)
<b>Font size</b>	10 or 11 points
<b>Line spacing</b>	1,5 (including titles, abstract, and reference list)
<b>Paragraph indentation</b>	Optional, or include a blank line between paragraphs
<b>Paragraph alignment</b>	Fully justified (left and right margins)
<b>Pagination</b>	Include the number of pages in the upper right
<b>Bold and Underline</b>	Do not use bold or underline to emphasize words
<b>Italics</b>	Italics may be used to emphasize a particular word, such as in the first occurrence or definition of a key concept
<b>Title</b>	The title of articles should be as concise as possible and address the main theoretical tradition, model or constructs of the study as well as how the study distinguishes from other studies in the field. Do not use abbreviations. It should be placed at the beginning of the work, uppercase only in main words, without identifying the authors
<b>Abstract</b>	The abstract can be a maximum of 1,350 characters, including spaces
<b>Double quotation marks</b>	Used for direct quotes as well as statements taken from interviews
<b>Single quotation marks</b>	Used within double quotation marks to separate material that was within quotation marks in the original source
<b>Writing</b>	Texts with one author may be written in first person singular or third person impersonal. Texts with more than one author may be written in first person plural or third person impersonal
<b>Abbreviations and acronyms</b>	Use parentheses to introduce an abbreviation or acronym
<b>Brackets</b>	Use brackets to separate material within parentheses or text inserted in a citation by another person who is not the original author
<b>Sections and subsections</b>	Add increasing, multilevel numbers indicating sections and subsections, before their titles, which should follow the following format:



**1 ENVIRONMENTAL EDUCATION WITHIN COMPANIES**

(Title with all words in upper case, justified, and in bold – preceded and followed by a blank line.)

**1.1 Environmental education within companies**

(Title with the first letter of the first word in upper case, justified, and in bold – preceded and followed by a blank line.)

***1.1.1 Environmental education within companies***

(Title with the first letter of the first word in upper case, justified, in bold, and in italic – preceded and followed by a blank line.)

**1.1.1.1 Environmental education within companies**

(Title with the first letter of the first word in upper case, justified, in bold, italic, and underscored – preceded and followed by a blank line.)

**Article length**

Research articles submitted to BAR are expected to have around 10,000 words. Thinking Outside the Box submissions are expected to have around 4,000 words. Interviews are expected to have around 3,000 words.

**Acknowledgments and Funding**

Please inform the acknowledgments in the Cover Letter only. Regarding funding, please inform in the dedicated field in the system during submission.

**RESEARCH ARTICLES**

Research articles submitted to BAR are expected to have around 10,000 words including everything except the structured abstract (which is submitted separately – Summary page). Slightly larger articles can be processed, especially if reviewers ask for additional information. As per the final publication, authors may be requested by the editorial office to reduce their articles to fit the 10,000-word limit, thus it is advisable to be near that limit from the beginning. The manuscript file must be without any identification of the authors, including: the title; the abstract (containing the objective, methods, results, and conclusions; this text can be a maximum of 1,350 characters, including spaces); three to five keywords; and the references list.

BAR's editorial scope for research articles does not include teaching cases, theoretical essays, opinion papers, purely applied practitioner-oriented technical material, and replication studies. As for the latter, replication is here conceived in broad terms, including the testing of theories (confirmation/refutation of previous findings), contextualization studies (application of scales to a different context), and perspective studies (collection of data from a different demographic group). Systematic literature reviews will be considered only if they address issues of contemporary interest both for theory development and application in organizations. Before submitting your systematic literature review, BAR recommends authors read two papers on how to develop compelling literature reviews: [1](#) and [2](#).

## INTERVIEWS

An interview is a conversation between two or more people – the interviewer and the interviewee(s) – seeking to build a discourse on a particular subject matter.

BAR accepts interviews with renowned researchers in Applied Social Sciences. Interviews should be formatted following the same document formatting as for research article submissions (please see above).

When submitting, please upload two files. The first is the Summary Page and should comprise a brief text with data about the interviewee, including information about their vitae, the institution with which they are affiliated, and a summary of their scientific production, academic education, among other things. Remember that the interviewer's information has already been filled out in the submission form (author). The second file is the Main Document and should contain the interview text, which should be elaborated in a question-and-answer format. The text is expected to have around 3,000 words.

Please include a short presentation of the main topic of the interview and the objectives in the Cover Letter.

Regarding the evaluation process, submitted interviews will go through an initial evaluation by the Editor-in-chief. Depending upon the theme, the Editor-in-chief will indicate an Associate editor to perform the interview analysis and recommend whether or not to publish the interview. The journal reserves the right to propose modifications that contribute to greater text clarity.

For publication, the author/interviewer should sign a [Transfer of Copyright Form](#), which will be sent to the author by e-mail, reserving the rights, including for translation, to BAR. The author should also present a declaration from the interviewee, confirming their authorization of publication of the interview. These documents should be sent via e-mail, with electronic signatures.

## THINKING OUTSIDE THE BOX

Thinking outside the box (TOB) is a highly selective section of BAR documents, where reputed scholars discuss emergent ideas, controversies in the field, statistical data from the industry, and practical experiences with organizational theories and models in unique situations. Such articles are usually submitted as per an invitation by BAR's editors, but authors may also submit articles voluntarily. All articles are reviewed by a pool of editors before being accepted for publication.

TOB articles do not follow the typical structure of research articles in terms of how the ideas are organized in sections, and they also do not include a methodological discussion. Instead, they are more like articles in professional magazines, where authors communicate their views more directly to explain unusual ideas or discuss data from practice.

The suggested size of TOB articles is about 4,000 words, with sections including a 200-word summary, a review of the theoretical tradition or practical domain where the article is positioned, the author's claims and propositions, an agenda for research or practice, and bibliographical references (limited to a minimum) in order to contextualize the argument. A "statement of the academic standing of the authors" must be submitted along with the main document (as a supplemental file not for review) describing their most relevant academic achievements. When submitting your article, please upload a blank page for the mandatory file type 'Summary page'.

Please find below some hints on how to improve your TOB proposal:

- 1) Having a figure or table summarizing the conceptual framework or practical intervention improves how a TOB paper communicates to readers. Remind that TOB papers should efficiently/parsimoniously communicate a potentially paradigmatic view of organizations or managerial action. Visual resources are thus helpful.
- 2) Please avoid proposals that pertain to borderline disciplines such as Sociology, Anthropology, Psychology, and the like. Please assure that you are discussing Organization/Management issues.

Please use only (reputed) bibliographical references that are available in English. Exceptions should be strongly justified in the cover letter. TOB papers should engage the audience in challenging extant organizational/managerial paradigms, thus the bibliographical references must be useful in this intent.

## TABLES AND FIGURES

Tables and Figures should be used, according to the [APA Style \(2020\)](#), when they allow the author to present a larger quantity of information to the reader, in a more efficient and more easily understood manner than in text, as long as it does not replicate the information already included in the text. Therefore, any information that is not in textual form should be in the form of a TABLE or FIGURE (that is, terms such as graphic, map, flowchart, design, photograph, etc. **should not** be used).

According to the APA style (2020), tables normally show numerical values or textual information (e.g., lists of stimulus words) arranged in an orderly display of columns and rows. A figure may be a chart, a graph, a photograph, a drawing, or any other illustration or non-textual depiction (APA, 2020). **Tables** are usually characterized by a line-column structure; thus, other types of illustrations, which differ from this characteristic, should be labeled **figures**.

## TABLES

Tables should be inserted in the body of the text, soon after their reference or citation. For the sake of word count (paper size), please consider a half-page table as representing 300 words.

<b>Text-editing software</b>	Word for Windows 2010 or later If the authors developed their tables using any other programs, such as Excel, please redo the tables using Word
<b>Font type and size</b>	Times New Roman, Calibri, Arial, Verdana, or Tahoma, 10 point
<b>Line spacing</b>	Single
<b>Spacing before and after</b>	3 pt
<b>Colors</b>	Optional, but preferably use grayscale
<b>Title</b>	Table titles should be brief, clear, and explanatory. They should be placed above the table, in the upper left corner, and just below the word Table (with the first letter upper case), accompanied by a designated number.

	<p>The tables should be presented with sequential Arabic numbers within the text, such as Table 1, Table 2, Table 3, etc.</p>
<p><b>Citation</b></p>	<p>To cite tables in the text body, simply write the number referring to the table, for example Table 1, Table 2, Table 3, etc. Never write ‘table below’, ‘table above’, or ‘table on page XX’, because the numeration of the article pages might be altered during formatting for publication.</p>
<p><b>Table notes</b></p>	<p>Tables can have three kinds of notes: general notes, specific notes, and probability notes. The notes are presented in the left margin (without indentation) below the table (between the table and the note there should be two spaces). They should be ordered in the following sequence: general notes, specific notes, and probability notes. Each type of note should be presented in a new line. Notes are used to eliminate repetition within the body of the table (APA, 2020).</p> <p><u>General note:</u> A general note qualifies, explains, or provides information relating to the table as a whole and ends with an explanation of any abbreviations, symbols, and the like (APA, 2020). It is designated by the word Note and should be used to supply other sources of data that have been reproduced in the Table, or if the entire Table was a reproduction from another source.</p> <p><u>Specific note:</u> Refers to one column, line, or item in particular, and should be indicated by lower case, superscript letters (a, b, c).</p> <p><u>Probability note:</u> indicates the results of significance tests and is indicated by an asterisk (*) or other superscript symbols.</p>
<p><b>Tables reproduced from another source</b></p>	<p>These should be presented in a general note below the table, giving the complete source, even if it is an adaptation.</p> <p>It is the author’s responsibility to obtain written permission from the owners of the publishing rights to reproduce extracts from other copyright works and send these permissions to our editorial office.</p>
<p><b>Examples</b></p>	<p><b>Note.</b> Source: Rowley, T. (1997). Moving beyond dyadic ties: a network theory of stakeholder influences. <i>Academy of Management Review</i>, 22(4), 887-910. <a href="https://doi.org/10.5465/amr.1997.9711022107">https://doi.org/10.5465/amr.1997.9711022107</a></p> <p><b>Note.</b> Source: Adapted from Rowley, T. (1997). Moving beyond dyadic ties: A network theory of stakeholder influences. <i>Academy of Management Review</i>, 22(4), 887-910. <a href="https://doi.org/10.5465/amr.1997.9711022107">https://doi.org/10.5465/amr.1997.9711022107</a></p>

## FIGURES

Following the APA style (2020), Figures can be a chart, a graph, a photograph, a drawing, or any other illustration or non-textual depiction. At times the boundary between tables and figures may be unclear; however, tables are almost always characterized by a row-column structure. Any type of illustration that a table is referred to as a **figure** (APA, 2020).

We advise authors to check their manuscripts for possible breaches of copyright law and secure the necessary permissions before submission. **Permission Grants (PGs)** are needed at the time of submission if the manuscript contains extracts (including illustrations, artwork, and photographs) from other copyright works (this includes material from online or intranet sources). It is the author’s responsibility to obtain written permission from the owners of the publishing rights to reproduce such extracts and send these permissions to our editorial office, by mail.

Figures should be inserted in the body of the text, soon after their reference or citation. For the sake of word count (paper size), please consider a half-page figure as representing 300 words.

<b>Font type and size</b>	Times New Roman, Calibri, Arial, Verdana, or Tahoma, 10 point
<b>Line spacing</b>	Single
<b>Color in figures</b>	Optional, but preferably use gray scale and high resolution
<b>Formatting</b>	<p>It is the author's responsibility to ensure that figures are provided at a sufficiently <u>high resolution</u> (+ 500 dpi) to ensure high-quality reproduction in the final article.</p> <p>All image files should be in TIFF (Tagged Image File Format) or EPS (Encapsulated PostScript) formats.</p>
<b>Title</b>	<p>Times New Roman, Calibri, Arial, Verdana, or Tahoma, 10 point</p> <p>Explain the figure in a concise but descriptive way. The title should be placed below the figure, according to the APA (2020), as a legend, and numbered with sequential Arabic numbers within the text, preceded by the word 'Figure' (with the first letter in upper case). Ex.: Figure 1, Figure 2, Figure 3, etc.</p> <p>After the title, any other necessary information needed to clarify the figure should be added to the legend, such as units of measurement, symbols, scales, abbreviations, and sources.</p>
<b>Legend</b>	Legends are used to explain the symbols used in the figure and should be placed within the limits of the figure.
<b>Size and proportions</b>	Figures should be adjusted to the journal's dimensions. Therefore, any figure should be created or inserted into the article in a manner that allows it to be reproduced to the width of the columns or pages for the journal where it will be submitted.
<b>Citations</b>	To cite figures in the body of the text, merely write the number referring to the figure, for example, Figure 1, Figure 2, Figure 3, etc. (the word 'Figure' should be written with the first letter in upper case). Never write 'figure below', 'figure above', or 'figure on page XX', because the page numbers in the article might be changed during formatting.
<b>Figures reproduced from another source</b>	<p>Figures reproduced from another source should include, below the table, the complete source, even if it is an adaptation.</p> <p>Remember to secure the necessary permissions to reproduce figures before submission.</p>
<b>Examples</b>	<p><b>Note.</b> Rowley, T. (1997). Moving beyond dyadic ties: A network theory of stakeholder influences. <i>Academy of Management Review</i>, 22(4), 887-910. <a href="https://doi.org/10.5465/amr.1997.9711022107">https://doi.org/10.5465/amr.1997.9711022107</a></p> <p><b>Note.</b> Adapted from Rowley, T. (1997). Moving beyond dyadic ties: A network theory of stakeholder influences. <i>Academy of Management Review</i>, 22(4), 887-910. <a href="https://doi.org/10.5465/amr.1997.9711022107">https://doi.org/10.5465/amr.1997.9711022107</a></p>

## CITATIONS AND REFERENCES

**Citations** in the text body should include the author's last name, the date of publication, and page number (if necessary), as conforms to the APA style (2020).

The **reference** list should include complete data for all authors cited, presented in alphabetical order at the end of the text, following the American Psychological Association style (APA, 2020).

## REFERENCES

American Psychological Association. (2021). *What's New*. <https://apastyle.apa.org/instructional-aids/whats-new-7e-guide.pdf>

American Psychological Association. (2020). *Publication manual of the American Psychological Association (7th ed.)*. <https://apastyle.apa.org/>

Taylor and Francis Group. (2021). *Taylor & Francis Journals Standard Reference Style Guide: American Psychological Association, Seventh Edition (APA-7)*. [https://files.taylorandfrancis.com/tf\\_APA.pdf](https://files.taylorandfrancis.com/tf_APA.pdf)