



Guidelines for Publication

(version 2022)

The Journal of Contemporary Administration (Revista de Administração Contemporânea – RAC) was established in 1997 and is published bimonthly (continuous publication) by ANPAD (Brazilian Academy of Management), with open access to its full text (peer-reviewed) content online. Registered under ISSN 1982-7849 (online) and ISSN 1415-6555 (print version from 1997 to 2010).

The Journal of Contemporary Administration (RAC) is a scientific journal whose aim is to publish studies of quality, relevance, and impact, which can contribute to advancing the scientific debate and responding to society's contemporary challenges.

RAC's target audience consists mainly of academics and, in parallel, managers of public, private, and third sector organizations interested in the dialogue with the contemporary problems to which the Administration can contribute.

In this context, the journal publishes several textual genres of scientific and academic basis in the field of Administration in an interdisciplinary way and aligned with Open Science practices: open data, materials, source, education, preprints, and peer-review, as well as the dissemination of additional information related to the editorial process. The Journal of Contemporary Administration (RAC) is a member of and abides by the principles of COPE – Committee on Publication Ethics for scholarly publication, with high quality and peer-reviewed contributions.

Papers submitted for publication must follow one of the seven guidelines indicated according to the sections: (a) Theoretical-empirical articles; (b) Theoretical Essays; (c) Methodological Articles; (d) Provocations; (e) Executive Letters; (f) Technological Articles; and (g) Cases for Teaching.

Submissions can be made in Portuguese, Spanish, and English. However, given the journal's internationalization process, the articles published **must have an English version**, which will be considered the main one. In this case, after approval for publication of the articles submitted in Portuguese or Spanish, the authors must also send the English version of the article, with adequate vernacular quality and content identical to the approved version, so that the work can be published. Thus, the translation of the approved manuscript is the responsibility of the authors. As a way to democratize and honor the knowledge generated in Portuguese and Spanish, authors can optionally publish the versions in the original language together with the English version.



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Conditions for Submission

Before submitting the manuscript, authors must be aware and agree that:

a) Confirm that the manuscript has been submitted solely to this journal and is not published, in press, or submitted elsewhere. The Journal of Contemporary Administration (RAC) accepts the submission of preprint articles when they are stored in trustful counterparts, such as [Scielo Preprints](#), [SSRN](#), and [OSF](#). Papers that represent the publication of the same research with different approaches (for different audiences), or that are derived from papers presented at conferences, master's dissertations, or doctoral theses are accepted, but they must have this situation explicitly highlighted in the Cover Letter at the time of submission.

b) Papers containing excerpts similar or identical to other works published in the definitive form are not accepted, even if they are authored by the same author (except Preprint and the above-mentioned cases). The identification of sources and referencing is mandatory. Literal quotations from texts must be enclosed in double-quotes.

c) Confirm that all the research meets the ethical guidelines, including adherence to the legal requirements of the study country.

d) Confirm that in case your article submitted in a language other than English is accepted for publication, the authors are willing to deliver a full version of the article also in the English language, with proper vernacular quality and content identical to the original language version.

e) Confirm that you are aware that RAC follows the principles of Open Science and that the journal encourages the free and unrestricted disclosure of the data and/or materials used and generated in the research you are submitting for publication (if applicable to the content of your submission). Disclosure occurs as follows: Authors will deposit research/article data and/or materials into a public repository and full references will be generated, containing URL and DOI, to access the deposited data and/or materials. In particular cases where the authors choose not to provide data and/or materials used, a note explaining this decision should be provided in the final parts of the published document. Unless authors decide not to make their data and/or materials available due to marketing or ethical restrictions, this journal will always make data and/or materials used in published research available.

f) Before the Editor initiates the process of evaluation of a paper, all authors must confirm that they are willing to evaluate manuscripts for the journal upon request. This is especially true for those authors that have already published in the journal. As stated in ANPAD's Handbook of Best Practices in Scientific Publication, the author(s) should:

"Practice reciprocity, that is, expect to be invited to act as a reviewer by the journal that publishes your manuscript, especially if it was well received. Editors always consider the authors of articles they publish are potential reviewers, especially if they judge them to be discerning and capable of responding within a short period. In case you become a reviewer, do your work with dedication, promptness, and maximum scientific rigor. Contribute to the improvement of any manuscript as if it were your own, with the hope that after publication the author(s) can be justifiably proud of the text, and that it will have a significant impact on the knowledge area" (p. 18).

RAC will make its best effort not to send more than two papers per year to each reviewer.

g) Authors need to ensure the quality of the submitted content, especially regarding content other than the text - authors must present professionalism with high-quality figures (resolution and color palette), schemes, charts, tables, computer algorithms, etc.

h) RAC demands that authors present, at the moment of submission, the necessary permissions to use any material protected by copyright – for example, illustrations, artwork, photographs, tables, graphics, charts - including any materials from online sources, even if minor adaptations to the original work are made. To reproduce copyrighted content, the authors must obtain written permission from the owners of the rights (usually the publisher) and send the permission to RAC's Editorial Office.

i) RAC demands that authors fill and send, at the moment of submission, the “Open Science Statement”, available [HERE](#). The filled Open Science Statement must be pasted to the end of the Cover Letter.

j) RAC follows the **APA Style** for the formatting and structuring of text, citations, and references. **Citations** in the body of the text must be presented including the surname of the author of the source, the date of publication, and the page number (if applicable), according to [APA Style \(2020\)](#). The **list of references** with the complete information of the authors cited in the body of the text must be presented in alphabetical order at the end of the text, according to the [APA Style \(2020\)](#). Please refer to the document **Brief Summary of the APA Style**, available in [English](#) and [Portuguese](#). Authors should provide the DOI or URL of each reference whenever possible.

k) As of October 20, 2021, **RAC accepts submissions containing up to 4 authors** per submission. Please check the journal's [Authorship Criteria](#) available on RAC's website.

We remind you that texts that do not comply with the criteria and technical characteristics required by RAC will not be accepted for submission.

Copyright

For publication of papers, authors must electronically sign the Transfer of Copyright Form, whose model will be sent to authors of accepted articles by e-mail, reserving the rights, even of the translation, to RAC.

For articles that present images (photographs, portraits, works of plastic arts, photographed drawings, photographic works in general, maps, figures, and others), the authors must send to RAC the original letter of authorization from the person or company that holds the concession and the right to use the image. The letter must be on letterhead and signed by the person in charge of the company, with authorization for the use and reproduction of the images used in the work. The body of the letter must state that the company has rights to the images and that it gives RAC the right to reproduce. It is important to note that the authors are responsible for any problems with the reproduction rights of the images that make up the article.

The institution and/or any of the editorial bodies of this publication **are not responsible** for the opinions, ideas, and concepts issued in the articles, as they are the sole responsibility of their authors.

Similarity Check Tool (Plagiarism check)

RAC adopts [iThenticate](#) as a similarity detection system for checking received articles, and only for papers not rejected in the desk-review step, after content relevance analysis.

Steps for Submitting Manuscripts

The Theoretical-empirical articles, Theoretical Essays, Methodological Articles, Provocations, Executive Letters, Technological Articles, and Cases for Teaching **must be submitted electronically through the ScholarOne Manuscripts platform**: <http://mc04.manuscriptcentral.com/rac-scielo>. Since 2014, RAC has managed its publishing environment within a platform used by important journals with international coverage.

If you are not yet registered in the ScholarOne system, fill in the fields carefully, and then, to send your submission, access the Author Dashboard and then on Start New Submission. It is the author's responsibility to read the instructions and carefully follow the seven steps indicated in the system. Tutorials on using ScholarOne are available on the Internet. Note: The ScholarOne system has a different time zone than Brazil. All actions are registered in EST and GMT. Thus, deadlines for submission of new versions, submitting reviewer scores, etc., defined in the messages of the editorial team follow the schedule of the ScholarOne system. Authors and reviewers should therefore be aware of deadlines established in the system.

Carefully read the instructions below for the **system's steps to submission**:

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 type of manuscript. The title must contain up to 12 words and cannot contain abbreviations.

In step 2: Load as a "main document" file the full text in a single Word (.docx) file, which must be without identification of the authors. Regarding **text formatting**, we suggest Times New Roman font, size 12 for the entire text; and size 10 for interview excerpts, tables, and figures. Information such as acknowledgments and funding must be informed in the Cover Letter and in the system's designated field, respectively (in step 6). 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. **ATTENTION:** Before submitting your paper, check the specific guidelines for your manuscript type that are available in this document.

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

Administração da Informação (Management Information Systems); Administração de Ciência e Tecnologia (Science and Technology Administration); Empreendedorismo e Comportamento Empreendedor (Entrepreneurship and Entrepreneurial Behavior); Ensino e Pesquisa em Administração (Management Education and Research); Estratégia em Organizações (Strategy in Organizations); Finanças e Controle Gerencial (Finance and Management Control); Gestão de Agronegócios (Agribusiness Management); Gestão de Operações e Logística (Operations Management and Logistics); Gestão de Pessoas e Relações de Trabalho (Human Resources and Labor Relations); Gestão e Políticas Públicas (Management and Public Policies); Gestão Internacional (International Management); Gestão Social e Ambiental (Social and Environmental Management); Marketing; Organizações/Comportamento Organizacional (Organizations/Organizational Behavior); and Organizações/Teoria das Organizações (Organizations/Organization Theory).

In step 4: Authors must carefully fill in their data in the system (MANDATORY FOR ALL AUTHORS, maximum of 4 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.

Important conditions: As of 2007, the journal editorial board has limited the number of submissions to RAC per year per author to two, regardless of their position in the authorship order. RAC does not accept changes and the inclusion of authorship after submission. The text submitted with a single author can (**and is recommended**) be written in the first person singular; whereas articles with more than one author may be written in the first-person plural or impersonal style. Should you have questions, please check the journal's [Authorship Criteria](#) available on RAC's website.

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

In step 6: Submission of the **Cover Letter** and the **Open Science Statement** is mandatory. The Cover Letter must contain details about the work's contribution to knowledge as well as any other information relevant to the evaluation process. Papers that represent the publication of the same research with different approaches (for different audiences), or that have previously been presented at events, must have this situation explicitly highlighted at the time of submission. Information on the derivation of the article from papers presented at congresses, master's dissertations, or doctoral theses, as well as on award nominations, should be mentioned in this section. The journal suggests a structure for the cover letter, which can be accessed at this [URL](#), for completion by the authors.

Authors should fill the **Open Science Statement**, available [HERE](#), and paste it to the end of the Cover Letter (in a single file).

In this step, authors must also inform if there was **funding** for the research. In the case of a research result with funding, quote the funding agency and the process number only in the ScholarOne system. In the event the article is approved for publication, this information will be included by the editorial team in the final version for publication.

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.

Specific Guidelines for Abstracts

The abstract must contain up to 250 words and be structured according to specific guidelines for each type of manuscript, without citations. Non-standard or unusual abbreviations should also be avoided, but, if essential, they should be defined in the abstract itself. The structures that must be included in the abstract include the following content:

Objective: What is the reason for writing the paper or the aims of the research?

Proposal: What methodological aspect do you want to propose? What is the purpose?

Thesis: What thesis do you defend or criticize in your essay?

Theoretical approach: What is(are) the main theory(s) used?

Provocation: What is the main provocation of your text? It seeks to open a dialogue with whom?

Methods: How are the objectives achieved? Include the main method(s) used for the research. What is the approach to the topic and what is the theoretical or subject scope of the paper?

Results: What was found in the course of the work? This will refer to analysis, discussion, or results.

Conclusions: What is the value/originality/contribution of the paper and its research, practical and social implications?

Note: not all structures mentioned above should be used in the abstract of your manuscript. Authors should check the specific guidelines for each type of manuscript and use only the structures required for their manuscript type.

Specific Guidelines for Theoretical-empirical Articles

Theoretical-empirical articles are works with empirical research that can be qualitative, quantitative, or multimethod, intending to present theoretical contributions through new concepts, theories, theoretical increment, theory refutation, or consistent theorizing. Scale revalidation works or the application of well-known and consolidated theories are beyond the scope of the expected contribution.

The file must contain the manuscript full text, without the author's identification, and in **up to 10,000 words**, including:

- **Manuscripts in the English language** must follow this order: title of the work (up to 12 words) in English and Portuguese or Spanish; Abstract, three to five keywords, abstract and keywords in Portuguese. The abstracts in both languages must each contain up to 250 words, including the structures objective, theoretical approach, method, result, and conclusions, without presenting citations.
- **Manuscripts in the Portuguese language** must follow this order: title of the work (up to 12 words) in Portuguese and English; Abstract and three to five keywords in Portuguese, abstract and keywords in English. The abstracts in both languages must each contain up to 250 words, including the structures objective, theoretical approach, method, result, and conclusions, without presenting citations.
- **Manuscripts in the Spanish language** must follow this order: title of the work (up to 12 words) in Spanish and English; Abstract and three to five keywords in Spanish, abstract and keywords in English. The abstracts in both languages must each contain up to 250 words, including the structures objective, theoretical approach, method, result, and conclusions, without presenting citations.

The structure and format of the scientific article must follow the paper standards of the main journals in the area. Following RAC's editorial policies, it is proposed that, before submission, authors read and evaluate their work based on 10 questions:

1. Did you ask at least one person with knowledge in the field to read your work critically and make suggestions, or did you discuss it at any scientific event before submitting it?
2. What is the contribution that your article brings to the knowledge in the area?
3. Does your work consider its implications for contemporary problems in society? Does it bring debates that go beyond maximizing the profit of private companies because of ethical issues, diversity, responsibility, governance, or sustainability?
4. Does your work consider or have any dialogue with the UN Sustainable Development Goals (<https://sdgs.un.org/goals>)?
5. Does your work seek to dialogue with classic authors from your country of origin as a way to contribute to the generation of genuine knowledge?
6. Does your work contain references and quotes from classic authors in the field?
7. Does your work assertively present how it theoretically advances concerning what is already known about the subject rather than just applying existing knowledge?
8. Does your work follow RAC publishing standards?
9. Does your work include citations and references following the APA rules?
10. Has your text undergone a detailed review, ensuring the writing quality?

Specific Guidelines for Theoretical Essays

Theoretical Essays are texts aimed at discussing, in an original, unpublished, and in-depth analytical and argumentative way, the activity and process of theorizing, which involves the creation, development, and history of ideas, concepts, hypotheses, methods and, of course, theories related to the production of knowledge in contemporary administration. Texts that seek to build theorization/theory anchored in classical authors from their countries of origin in search of original thinking are welcome. The theoretical essay differs from bibliographic reviews, literature reviews, theoretical reviews, bibliometric studies, and mere theoretical foundations used in theoretical-empirical research. These types of texts are beyond the scope of this section of the journal.

The file must contain the manuscript full text, without the author's identification, and in **up to 6,000 words**, including:

- **Manuscripts in the English language** must follow this order: title of the work (up to 12 words) in English and Portuguese or Spanish; Abstract, three to five keywords, abstract and keywords in Portuguese. The abstracts in both languages must each contain up to 250 words, including the structures objective, thesis, and conclusions, without presenting citations.
- **Manuscripts in the Portuguese language** must follow this order: title of the work (up to 12 words) in Portuguese and English; Abstract and three to five keywords in Portuguese, abstract and keywords in English. The abstracts in both languages must each contain up to 250 words, including the structures objective, thesis, and conclusions, without presenting citations.
- **Manuscripts in the Spanish language** must follow this order: title of the work (up to 12 words) in Spanish and English; Abstract and three to five keywords in Spanish, abstract and keywords in English. The abstracts in both languages must each contain up to 250 words, including the structures objective, thesis, and conclusions, without presenting citations.

Specific Guidelines for Methodological Articles

Introduction to Methodological Articles

The Methodological Articles deal with methodological approaches and procedures, their application and implications in qualitative, quantitative, or multi-method research in administration and related fields. The goal is to provide clues, tips, and frameworks to make all empirical research procedures and decisions understandable and achievable without losing applicability to real complex problems. They can explain and elucidate the application of a particular method/approach, discussing and exemplifying its contributions, application and limits on issues relevant to the research community and society. It is important to show the steps necessary to conduct high-quality, reliable, valid, and social impact research. It is also desirable to emphasize the plurality of epistemic and methodological prisms and their practical application and contribution to the field of management research.

Guidelines

When saving the file, authors should be careful not to include in the full text or in all their additional files (such as databases and codes), words that could compromise the blind review. The file must contain the manuscript full text, without the author's identification, and in **up to 6,000 words**, including:

- **Manuscripts in the English language** must follow this order: title of the work (up to 12 words) in English and Portuguese or Spanish; Abstract, three to five keywords, abstract and keywords in Portuguese. The abstracts in both languages must each contain up to 250 words, including the structures objective, proposal, and conclusions, without presenting citations.
- **Manuscripts in the Portuguese language** must follow this order: title of the work (up to 12 words) in Portuguese and English; Abstract and three to five keywords in Portuguese, abstract and keywords in English. The abstracts in both languages must each contain up to 250 words, including the structures objective, proposal, and conclusions, without presenting citations.
- **Manuscripts in the Spanish language** must follow this order: title of the work (up to 12 words) in Spanish and English; Abstract and three to five keywords in Spanish, abstract and keywords in English. The abstracts in both languages must each contain up to 250 words, including the structures objective, proposal, and conclusions, without presenting citations.

Specific Guidelines for Provocations

Provocations focus on original reflection from questions about issues related to contemporary administration and should be approached in a critical and unique way, to highlight its provocative character to foster debate in the academic community. Provocations may have their themes or problems induced or not induced by the journal editors through invitations or special calls.

The file must contain the manuscript full text, without the author's identification, and between **2,000 and 3,000 words**, including:

- **Manuscripts in the English language** must follow this order: title of the work (up to 12 words) in English and Portuguese or Spanish; Abstract, three to five keywords, abstract and keywords in Portuguese. The abstracts in both languages must each contain up to 250 words, including the structures objective, provocations, and conclusions, without presenting citations.
- **Manuscripts in the Portuguese language** must follow this order: title of the work (up to 12 words) in Portuguese and English; Abstract and three to five keywords in Portuguese, abstract and keywords in English. The abstracts in both languages must each contain up to 250 words, including the structures objective, provocations, and conclusions, without presenting citations.
- **Manuscripts in the Spanish language** must follow this order: title of the work (up to 12 words) in Spanish and English; Abstract and three to five keywords in Spanish, abstract and keywords in English. The abstracts in both languages must each contain up to 250 words, including the structures objective, provocations, and conclusions, without presenting citations.

Specific Guidelines for Executive Letters

To strengthen the dialogue between academics and non-academics and aim to bring scientific-academic research closer to market agents and other spaces of civil organization, in 2021 RAC launched the Executive Letters section.

Executive Letters are opinion texts written by people who exercise or have exercised leadership roles in private, public, or third sector organizations and that launch a position on a contemporary debate that can be addressed by the field of administration. The purpose of this document is to provide space for important agents of society to express their convictions and concerns related to problems faced in their organization that can be resolved by eventual research of high academic rigor. Despite their opinionated character, Executive Letters must be strongly based on empirical evidence and/or theoretical support. Executive Letters may have their themes or problems induced or not induced by the journal editors through invitation or special calls.

The file must contain the manuscript full text, without the author's identification, containing up to **4,000 words** for the full text and up to **12 words** for the title. We present as a structure suggestion (not mandatory):

- . **Context of your organization** [400 to 1,000 words]: Describe the context of your organization or industry, the organization size, the market size, etc.
- . **The problem** [400 to 1,000 words]: Describe the practical problem that your organization faces. What are the technology changes, structural changes, economic changes, etc. that created the challenges faced by your organization and that are part of its context?
- . **Research questions that you think are interesting to your organization** [400 to 1,000 words]: Describe the questions you believe are important to your organization's problem and might be interesting to be addressed in academic research. Examples: (a) How to solve the problem X in the industry Y? (b) What are the effects of the changes X in the sector Y? (c) How do individuals from X behave facing changes in Y?
- . **Additional mandatory information** (must be sent only after approval for publication): A picture in high definition and a short bio [up to 200 words].

Specific Guidelines for Technological Articles

Technological Articles are reports of experiences or practical problem solving that demonstrate a contribution to knowledge through the analysis of the solution-problem with results evidenced in terms of improvement/innovation within the context of Administration and related areas. Even though the Technological Article prioritizes research results with a focus on management practices, the theoretical, methodological, and writing rigors valid for other types of scientific texts must be observed.

The file must contain the manuscript full text, without the author's identification, in **up to 10,000 words**, including:

- . **Manuscripts in the English language** must follow this order: title of the work (up to 12 words) in English and Portuguese or Spanish; Abstract and three to five keywords, abstract and keywords in Portuguese. The abstracts in both languages must each contain up to 250 words, including the structures objective, method, results, and conclusions, without presenting citations.
- . **Manuscripts in the Portuguese language** must follow this order: title of the work (up to 12 words) in Portuguese and English; Abstract and three to five keywords in Portuguese, abstract and keywords in English. The abstracts in both languages must each contain up to 250 words, including the structures objective, method, results, and conclusions, without presenting citations.
- . **Manuscripts in the Spanish language** must follow this order: title of the work (up to 12 words) in Spanish and English; Abstract and three to five keywords in Spanish, abstract and keywords in English. The abstracts in both languages must each contain up to 250 words, including the structures objective, method, results, and conclusions, without presenting citations.

Technological Articles must contain the following elements:

- . **Introduction:** It is recommended that the proposal presents a brief and objective description of the delimitation of the problem situation, indicating its opportunity and its relevance to the context and the theory-practice integration. Studies and projects already implemented in other organizations or similar contexts can be indicated, highlighting the best practices related to the situation-problem/opportunity investigated, the gaps perceived in the organization/reality of the study, showing that the problem requires a solution (which may be a proposal or set of actions, a proposal for models, methodologies or development of a project, technology, etc.); or the existence of an opportunity for the development of solutions with the organization/reality and how such an opportunity can be explored/developed, aiming at obtaining superior results. At the end of the introduction, the objective of the technological article must be presented, which can be delimited from its breadth; from the temporal perspective (cut according to feasibility); from the point of view of the problem situation or the opportunity (characteristics of the phenomenon of interest).
- . **Context and the investigated reality:** In this section, it is recommended to indicate the relevant information and content for the identification of the study organization/context, highlighting the basic data of the organization/sector/context; the general description of your environment (internal and external); the history and reality of the organization and/or the researched sector, and the main organizational or contextual characteristics (e. g., company, state, municipality, etc.).
- . **Diagnosis of the problem situation and/or opportunity:** In this item, it is recommended to present the problem situation and/or opportunity for improvement/innovation linked to the context under analysis (organization/government/social actors involved), demonstrating, if possible, the multidisciplinary work posture, the use of different theoretical-scientific approaches, privileging the rigor of scientific research without losing sight of its main objective. For this, it is possible to consider different theoretical approaches for the analysis of alternatives to support the resolution of the problem situation and/or the development of the opportunity for improvement/innovation; the description of the process and the use of varied and complementary techniques for collecting data and information (triangulation); the participation of organizational and social actors involved with the problem situation and/or the opportunity.
- . **Analysis of the Problem Situation and proposals for innovation/intervention/recommendation:** The technological article can present and discuss possible alternatives for solving the problem situation or for the exploration/development of the opportunity for improvement/innovation. It is expected that the alternatives are based on theoretical bases and that the analysis is described objectively, indicating the steps and steps taken to arrive at the construction of the proposal (description of the process/aspects of methodology). The analysis can also indicate the gains generated by the most suitable alternatives for solving the problem situation and/or opportunities for improvement/innovation, both for the organization/reality investigated and for the people and groups involved, internally and externally.
- . **Conclusions and Technological/Social Contribution:** It is recommended to indicate the contribution of the proposal to organizations and/or to society, with an emphasis on the benefits, opportunities for improvement, and consequences of possible solutions or developments of the proposed solution of the problem-situation for the organization or the studied reality.
- . **Important note:** As it is a scientific work, the technological article must present the theoretical and methodological bases that support it. Although they do not require a separate chapter of theoretical foundation, they must appear throughout the work and may be diluted in the items previously mentioned, with emphasis on the items: Diagnosis of the problem-situation and/or opportunity and Analysis of the situation-problem and proposals for innovation/intervention/recommendation.

Specific Guidelines for Cases for Teaching

Cases for Teaching are reports of experiences lived by organizations, of practical interest in the field of Administration. With a title of up to **12 words** and text of up to **8,000 words**, a case should describe a dilemma, provide information and propose questions for reflection. It is a didactic instrument to stimulate discussion on how to apply the theory(s) to the decision-making process, therefore, in line with the domain of active methodologies. Cases are composed of the case description and teaching notes. The case description is the part presented to students, usually as preparation material for a class.

The journal accepts the submission of two types of Cases for Teaching, with the following criteria and technical characteristics:

- **Real case:** based on fieldwork in the companies mentioned in the case, and/or secondary data (cite the sources). In real cases, authors must send, via **e-mail**, an original and signed authorization letter ([following the model of authorization letter by the responsible of the mentioned companies](#)), authorizing the publication of the case in the journal. Companies focused on teaching cases may have their names disguised, but the disguise does not eliminate the need to send the publication authorization. If the sources used are public, the authors must sign the [relevant declaration](#).
- **Armchair case:** based on consulting/management experience. In this case, the authors must make clear in the text that it is a fictitious organization and send, by email (rac@anpad.org.br), an [original statement](#), stating that the case is the result of their experiences as consultants.

Letters of authorization/declaration: The case evaluation process only starts after receiving the aforementioned original letters of declaration or authorization for publication duly signed. The letters must be sent through e-mail to rac@anpad.org.br with the indication of documentation for Cases for Teaching.

Timeliness: Timeliness of the case is a relevant criterion for analyzing the submission. Cases with reports of business experiences that occurred more than **36 months** ago may eventually be accepted if they are considered very relevant, however, they are not a priority for publication.

The authors of submitted cases must consider that their **main objective** is didactic, which means that they must focus on:

- The presentation of the nature of the organizational situation in question;
- The description of the facts that consolidate such a business situation;
- The synthetic presentation of the didactic objectives of the case;
- A brief description of how to obtain the data that make up the case;
- The indication of the public that would make the best use of the case.

Therefore, cases for teaching begin with the description of the situation, as explained above, and **should not contain direct or indirect quotes from authors**. In the description of the Case for Teaching, there are no bibliographic references, only, if necessary, inform as up to 6 endnotes the references of the data sources necessary for its construction.

The citations and references must compose in the **teaching notes**, during the brief review of the literature, and/or if the author wants to recommend readings pertinent to the situation described in the case. Teaching notes are composed of:

- Abstract of the case in Portuguese and English, with an objective and summary description of the real situation under examination, as well as three to five keywords in both languages.



- . Teaching objectives: What topics will be worked on in class/section in which the case will be used? What disciplines/themes does the case fit into? What is the level of students/participants for whom the case is intended (Graduation? Master's? Executive training?).
- . Discussion questions with their answers.
- . Suggestions for a teaching plan.
- . Brief literature review: If references are presented in the body of this text, the surname of the author of the source, the date of publication, and the page number should be included, if it is a direct quote. The complete references of the cited authors must be presented in alphabetical order, at the end of the text, according to the APA style.
- . Discussion (or Case Analysis).
- . Bibliographic indications, if the author wants to recommend readings pertinent to the situation described in the case.