



TABLE OF CONTENTS

●	Description	p.1
●	Audience	p.1
●	Impact Factor	p.1
●	Abstracting and Indexing	p.2
●	Editorial Board	p.2
●	Guide for Authors	p.5



DESCRIPTION

The *European Management Journal (EMJ)* is a flagship scholarly journal, publishing internationally leading research across all areas of management. EMJ articles challenge the status quo through critically informed empirical and theoretical investigations, and present the latest thinking and innovative research on major management topics, while still being accessible and interesting to non-specialists.

EMJ articles are characterized by their intellectual curiosity and diverse methodological approaches, which lead to contributions that impact profoundly on management theory and practice. We welcome interdisciplinary research that synthesizes distinct research traditions to shed new light on contemporary challenges in the broad domain of European business and management. Cross-cultural investigations addressing the challenges for European management scholarship and practice in dealing with global issues and contexts are strongly encouraged.

EMJ publishes 6 issues per year and is a double-blind, peer-reviewed journal, involving at least two reviewers.

Special issues, or groups of 3 to 4 papers (under the heading of 'Management Focus'), are published by Guest Editors.

Follow European Management Journal on LinkedIn: <https://www.linkedin.com/company/18229571/>

AUDIENCE

Professional managers and academic management researchers and students working in the international and particularly, European business environment.

IMPACT FACTOR

2018: 2.985 © Clarivate Analytics Journal Citation Reports 2019

ABSTRACTING AND INDEXING

PIRA
ANBAR
PsycINFO
ABI/Inform
Scopus
Public Affairs Information Service Bulletin
Social Sciences Citation Index
RePEc

EDITORIAL BOARD

Editor-in-Chief

Minas Kastanakis, ESCP Europe, Business School, London, United Kingdom

Co-Editor

Sarah Robinson, University of Glasgow, Glasgow, United Kingdom

Managing Editor

Joannah Duncan, ESCP Europe, Business School, London, United Kingdom

Associate Editors

Accounting and Finance

Yannis Tsalavoutas, University of Glasgow, Glasgow, United Kingdom

Business Ethics

Mario Fernando, University of Wollongong, Wollongong, Australia

Business Strategy and Organizational Theory

Claudia Jonczyk, University of Neuchâtel, Neuchâtel, Switzerland

Patrick Reinmoeller, Cranfield University, Bedford, United Kingdom

Uriel Stettner, Tel Aviv University, Tel Aviv, Israel

Ioannis Thanos, Lancaster University, Lancaster, United Kingdom

Stefan Zagelmeyer, The University of Manchester, Manchester, United Kingdom

Entrepreneurship and Innovation

Barak Aharonson, Xiamen University, Xiamen, China

Human Resource Management

Kristina Potočnik, The University of Edinburgh, Edinburgh, United Kingdom

International Management

Haina Zhang, Lancaster University, Lancaster, United Kingdom

Marketing

Antonia Erz, Copenhagen Business School, Frederiksberg, Denmark

Organization Studies

Pinar Bayhan Karapinar, Hacettepe University Faculty of Economic and Administrative Sciences, Ankara, Turkey

Andreas Diedrich, University of Gothenburg, Goteborg, Sweden

Organizational Behavior

Christopher R. Leupold, Elon University, Elon, North Carolina, United States

Supply Chain and Operations Management

Liz Breen, University of Bradford, Bradford, United Kingdom

Former Editors-in-Chief

Thomas Milne, University of Glasgow, Glasgow, United Kingdom

Paul Stonham, ESCP Europe, Oxford, United Kingdom

Michael Haenlein, ESCP Europe Business School, Paris, France

Hervé Laroche, ESCP Europe Business School, Paris, France

Sabina Siebert, University of Glasgow, Glasgow, United Kingdom

Thomas Boysen Anker, University of Glasgow, Glasgow, United Kingdom

Editorial Board

Dominik van Aaken, Ludwig Maximilian University of Munich, Munchen, Germany

Celine Abecassis-Moedas, Catholic University of Portugal, Lisboa, Portugal

Francisco Jose Acedo, University of Seville, Seville, Spain

Sascha Albers, University of Antwerp, Antwerpen, Belgium

Joaquin Alegre Vidal, University of Valencia, Valencia, Spain

Anne Bartel-Radic, University Grenoble Alpes, St Martin d'Herès, France

Sihem Ben Mahmoud-Jouini, Fondation HEC Paris, Jouy en Josas, France

Shiko Ben-Menahem, Swiss Federal Institute of Technology, Zurich, Switzerland

Hans Berends, VU Amsterdam, Amsterdam, Netherlands

Fabiola Bertolotti, University of Modena and Reggio Emilia Department of Sciences and Methods of Engineering, Reggio Emilia, Italy

Toke Bjerregaard, Aarhus University, Aarhus, Denmark

Ana Bojica, University of Grenada, Grenada, Spain

Isabelle Bouty, Paris Dauphine University, Paris, France

Eva Boxenbaum, Copenhagen Business School, Frederiksberg, Denmark

Valentina Carbone, ESCP Europe Business School, Paris, France

Francesco Castellaneta, Catholic University of Portugal, Lisbon, France

Fabrizio Cesaroni, University of Messina, Messina, Italy

Jason Choi, Hong Kong Polytechnic University, Kowloon, Hong Kong

Linda Pui-Sze Chow, Centennial College, Hong Kong, Hong Kong

Malcolm Cone, Lincoln University, Canterbury, New Zealand

Raffaele Conti, Catholic University of Portugal, Lisbon, Portugal

Miguel Pina Cunha, Nova School of Business and Economics, Lisbon, Portugal

Todd Darnold, Creighton University, Omaha, United States

Robert J. David, McGill University, Montreal, Canada

Eva Delacroix, Paris-Dauphine University, Paris, France

Claudio Dell'Era, Polytechnic University of Milan, Milan, Italy

Colette Depeyre, Paris-Dauphine University, Paris, France

Wilfred Dolfsma, Loughborough University London Glendonbrook Institute for Enterprise Development, London, United Kingdom

Jingxin Dong, Newcastle University, Newcastle Upon Tyne, United Kingdom

Heidi Dreyer, Norwegian University of Science and Technology, Trondheim, Norway

Anabel Fernández-Mesa, University of Valencia, Valencia, Spain

Steven Grover, University of Otago, Dunedin, New Zealand

Arni Halldorsson, Chalmers University of Technology, Goteborg, Sweden

Lynn Harland, University of Nebraska Omaha, Omaha, United States

Mariano L.M. Heyden, Monash University, School of Business, Selangor, Malaysia

Juliana Hsuan, Copenhagen Business School, Frederiksberg, Denmark

Reinhard Hünerberg, University of Kassel, Kassel, Germany

Georg von Krogh, ETH Zurich, Zurich, Switzerland

Joseph Lajos, HEC Lausanne, Lausanne Switzerland

Sven Laudien, University Erfurt, Erfurt, Germany

Harri Lorentz, University of Turku, TURKU, Finland

Robert MacIntosh, Heriot-Watt University, Edinburgh, United Kingdom

Isabella Maggioni, Monash University, Dept. of Business and Economics, Melbourne, Australia

Graeme Martin, University of Dundee, Dundee, United Kingdom

Gregor Mazurek, Leon Kozminski Academy of Entrepreneurship and Management, Warszawa, Poland

Ronan McIvor, University of Ulster, Coleraine, United Kingdom

Johannes Meuer, Swiss Federal Institute of Technology, Zurich, Switzerland

Nishikant Mishra, University of Hull, Hull, United Kingdom

Anne-Katrin Neyer, Martin-Luther University of Halle-Wittenberg, Halle Wittenberg, Germany

Niina Nummela, University of Turku, TURKU, Finland

Jonatan Pinkse, University of Manchester, Manchester, United Kingdom

Jonathan Pinto, Imperial College Business School, London, United Kingdom

Andrew Potter, Cardiff University, Cardiff, United Kingdom

Jonas Puck, Vienna University of Economics and Business Gutmann Center for Portfolio Management, Vienna, Austria

Vanessa Ratten, La Trobe University School of Business, Melbourne, Australia

Shuang Ren, Deakin University, Deakin Business School, Melbourne, Victoria, Australia

Linda Rouleau, HEC Montreal, Montreal, Canada

Silvia Sacchetti, University of Trento, Trento, Italy

Stefan Schmid, ESCP Europe, European School of Management, Berlin, Germany

Julien Schmitt, Aston University, Birmingham, United Kingdom

Anne Smith, The Open University, Milton Keynes, United Kingdom

Mikael Soendergaard, Aarhus University, Aarhus, Denmark
Abhishek Srivastava, West Virginia University, Morgantown, West Virginia, United States
Renata Szczepanik, University of Lodz, Łódź, Poland
Sara Walton, University of Otago, Dunedin, New Zealand
Philip B. Whyman, University of Central Lancashire, Preston, United Kingdom
Duane Windsor, Rice University, Houston, United States
Chee Yew Wong, University of Leeds, Leeds, United Kingdom
Thomas Wrona, Technical University of Hamburg, Hamburg, Germany
Betty Wu, University of Glasgow, Glasgow, United Kingdom
Michał Zawadzki, Jagiellonian University in Krakow, Krakow, Poland
Feng Zhang, Nankai University, Tianjin, China
Francesco Zirpoli, Ca' Foscari University of Venice, Venice, Italy

Advisory Panel

Frank Bournois, ESCP Europe Business School, Paris, France
Michael Haenlein, ESCP Europe Business School, Paris, France
Andreas Kaplan, ESCP Europe Business School, Paris, France
Robbie Paton, University of Glasgow, Glasgow, United Kingdom
Sabina Siebert, University of Glasgow, Glasgow, United Kingdom

GUIDE FOR AUTHORS

INTRODUCTION

The European Management Journal (EMJ) is a flagship scholarly journal, publishing internationally leading research across all areas of management. EMJ articles challenge the status quo through critically informed empirical and theoretical investigations, and present the latest thinking and innovative research on major management topics, while still being accessible and interesting to non-specialists. EMJ articles are characterized by their intellectual curiosity and diverse methodological approaches, which lead to contributions that impact profoundly on management theory and practice. We welcome interdisciplinary research that synthesizes distinct research traditions to shed new light on contemporary challenges in the broad domain of European business and management. Cross-cultural investigations addressing the challenges for European management scholarship and practice in dealing with global issues and contexts are strongly encouraged. EMJ publishes 6 issues per year and is a double-blind, peer-reviewed journal, involving at least two reviewers. Special issues, or groups of 3 to 4 papers (under the heading of 'Management Focus'), are published by Guest Editors.

Types of paper

Most articles are full length research papers but other types of submissions are welcome (reviews, surveys, opinion papers, interviews). Special Issues or groups of 3 or 4 papers (Management Focus) are published under the direction of Guest Editors.

Full length research papers (including tables, figures, references and appendices) should be up to **10,000 words**.

Contact details for submission

Authors are invited to submit articles via the online submission site of <http://ees.elsevier.com/emj> - here you can find further information and register.

Submission checklist

You can use this list to carry out a final check of your submission before you send it to the journal for review. Please check the relevant section in this Guide for Authors for more details.

Ensure that the following items are present:

One author has been designated as the corresponding author with contact details:

- E-mail address
- Full postal address

All necessary files have been uploaded:

Manuscript:

- Include keywords
- All figures (include relevant captions)
- All tables (including titles, description, footnotes)
- Ensure all figure and table citations in the text match the files provided
- Indicate clearly if color should be used for any figures in print

Graphical Abstracts / Highlights files (where applicable)

Supplemental files (where applicable)

Further considerations

- Manuscript has been 'spell checked' and 'grammar checked'
- All references mentioned in the Reference List are cited in the text, and vice versa
- Permission has been obtained for use of copyrighted material from other sources (including the Internet)
- A competing interests statement is provided, even if the authors have no competing interests to declare
- Journal policies detailed in this guide have been reviewed
- Referee suggestions and contact details provided, based on journal requirements

For further information, visit our [Support Center](#).

BEFORE YOU BEGIN

Ethics in publishing

Please see our information pages on [Ethics in publishing](#) and [Ethical guidelines for journal publication](#).

Declaration of interest

All authors must disclose any financial and personal relationships with other people or organizations that could inappropriately influence (bias) their work. Examples of potential competing interests include employment, consultancies, stock ownership, honoraria, paid expert testimony, patent applications/registrations, and grants or other funding. Authors must disclose any interests in two places: 1. A summary declaration of interest statement in the title page file (if double-blind) or the manuscript file (if single-blind). If there are no interests to declare then please state this: 'Declarations of interest: none'. This summary statement will be ultimately published if the article is accepted. 2. Detailed disclosures as part of a separate Declaration of Interest form, which forms part of the journal's official records. It is important for potential interests to be declared in both places and that the information matches. [More information](#).

Submission declaration and verification

Submission of an article implies that the work described has not been published previously (except in the form of an abstract, a published lecture or academic thesis, see '[Multiple, redundant or concurrent publication](#)' for more information), that it is not under consideration for publication elsewhere, that its publication is approved by all authors and tacitly or explicitly by the responsible authorities where the work was carried out, and that, if accepted, it will not be published elsewhere in the same form, in English or in any other language, including electronically without the written consent of the copyright-holder. To verify originality, your article may be checked by the originality detection service [Crossref Similarity Check](#).

The words and passages in the work must be new and original and not copied from existing publications. Any direct quotations must be identified as such using appropriate citations and page numbers.

Preprints

Please note that [preprints](#) can be shared anywhere at any time, in line with Elsevier's [sharing policy](#). Sharing your preprints e.g. on a preprint server will not count as prior publication (see '[Multiple, redundant or concurrent publication](#)' for more information).

Use of inclusive language

Inclusive language acknowledges diversity, conveys respect to all people, is sensitive to differences, and promotes equal opportunities. Articles should make no assumptions about the beliefs or commitments of any reader, should contain nothing which might imply that one individual is superior to another on the grounds of race, sex, culture or any other characteristic, and should use inclusive language throughout. Authors should ensure that writing is free from bias, for instance by using 'he or she', 'his/her' instead of 'he' or 'his', and by making use of job titles that are free of stereotyping (e.g. 'chairperson' instead of 'chairman' and 'flight attendant' instead of 'stewardess').

Changes to authorship

Authors are expected to consider carefully the list and order of authors **before** submitting their manuscript and provide the definitive list of authors at the time of the original submission. Any addition, deletion or rearrangement of author names in the authorship list should be made only **before** the manuscript has been accepted and only if approved by the journal Editor. To request such a change, the Editor must receive the following from the **corresponding author**: (a) the reason for the change in author list and (b) written confirmation (e-mail, letter) from all authors that they agree with the addition, removal or rearrangement. In the case of addition or removal of authors, this includes confirmation from the author being added or removed.

Only in exceptional circumstances will the Editor consider the addition, deletion or rearrangement of authors **after** the manuscript has been accepted. While the Editor considers the request, publication of the manuscript will be suspended. If the manuscript has already been published in an online issue, any requests approved by the Editor will result in a corrigendum.

Copyright

Upon acceptance of an article, authors will be asked to complete a 'Journal Publishing Agreement' (see [more information](#) on this). An e-mail will be sent to the corresponding author confirming receipt of the manuscript together with a 'Journal Publishing Agreement' form or a link to the online version of this agreement.

Subscribers may reproduce tables of contents or prepare lists of articles including abstracts for internal circulation within their institutions. [Permission](#) of the Publisher is required for resale or distribution outside the institution and for all other derivative works, including compilations and translations. If excerpts from other copyrighted works are included, the author(s) must obtain written permission from the copyright owners and credit the source(s) in the article. Elsevier has [preprinted forms](#) for use by authors in these cases.

For gold open access articles: Upon acceptance of an article, authors will be asked to complete an 'Exclusive License Agreement' ([more information](#)). Permitted third party reuse of gold open access articles is determined by the author's choice of [user license](#).

Author rights

As an author you (or your employer or institution) have certain rights to reuse your work. [More information](#).

Elsevier supports responsible sharing

Find out how you can [share your research](#) published in Elsevier journals.

Role of the funding source

You are requested to identify who provided financial support for the conduct of the research and/or preparation of the article and to briefly describe the role of the sponsor(s), if any, in study design; in the collection, analysis and interpretation of data; in the writing of the report; and in the decision to submit the article for publication. If the funding source(s) had no such involvement then this should be stated.

Funding body agreements and policies

Elsevier has established a number of agreements with funding bodies which allow authors to comply with their funder's open access policies. Some funding bodies will reimburse the author for the gold open access publication fee. Details of [existing agreements](#) are available online.

Open access

This journal offers authors a choice in publishing their research:

Subscription

- Articles are made available to subscribers as well as developing countries and patient groups through our [universal access programs](#).
- No open access publication fee payable by authors.
- The Author is entitled to post the [accepted manuscript](#) in their institution's repository and make this public after an embargo period (known as green Open Access). The [published journal article](#) cannot be shared publicly, for example on ResearchGate or Academia.edu, to ensure the sustainability of peer-reviewed research in journal publications. The embargo period for this journal can be found below.

Gold open access

- Articles are freely available to both subscribers and the wider public with permitted reuse.
- A gold open access publication fee is payable by authors or on their behalf, e.g. by their research funder or institution.

Regardless of how you choose to publish your article, the journal will apply the same peer review criteria and acceptance standards.

For gold open access articles, permitted third party (re)use is defined by the following [Creative Commons user licenses](#):

Creative Commons Attribution-NonCommercial-NoDerivs (CC BY-NC-ND)

For non-commercial purposes, lets others distribute and copy the article, and to include in a collective work (such as an anthology), as long as they credit the author(s) and provided they do not alter or modify the article.

The gold open access publication fee for this journal is **USD 1100**, excluding taxes. Learn more about Elsevier's pricing policy: <https://www.elsevier.com/openaccesspricing>.

Green open access

Authors can share their research in a variety of different ways and Elsevier has a number of green open access options available. We recommend authors see our [open access page](#) for further information. Authors can also self-archive their manuscripts immediately and enable public access from their

institution's repository after an embargo period. This is the version that has been accepted for publication and which typically includes author-incorporated changes suggested during submission, peer review and in editor-author communications. Embargo period: For subscription articles, an appropriate amount of time is needed for journals to deliver value to subscribing customers before an article becomes freely available to the public. This is the embargo period and it begins from the date the article is formally published online in its final and fully citable form. [Find out more.](#)

This journal has an embargo period of 24 months.

Language (usage and editing services)

Please write your text in good English (American or British usage is accepted, but not a mixture of these). Authors who feel their English language manuscript may require editing to eliminate possible grammatical or spelling errors and to conform to correct scientific English may wish to use the [English Language Editing service](#) available from Elsevier's WebShop.

Informed consent and patient details

Studies on patients or volunteers require ethics committee approval and informed consent, which should be documented in the paper. Appropriate consents, permissions and releases must be obtained where an author wishes to include case details or other personal information or images of patients and any other individuals in an Elsevier publication. Written consents must be retained by the author but copies should not be provided to the journal. Only if specifically requested by the journal in exceptional circumstances (for example if a legal issue arises) the author must provide copies of the consents or evidence that such consents have been obtained. For more information, please review the [Elsevier Policy on the Use of Images or Personal Information of Patients or other Individuals](#). Unless you have written permission from the patient (or, where applicable, the next of kin), the personal details of any patient included in any part of the article and in any supplementary materials (including all illustrations and videos) must be removed before submission.

Submission

Our online submission system guides you stepwise through the process of entering your article details and uploading your files. The system converts your article files to a single PDF file used in the peer-review process. Editable files (e.g., Word, LaTeX) are required to typeset your article for final publication. All correspondence, including notification of the Editor's decision and requests for revision, is sent by e-mail.

PREPARATION

Peer review

This journal operates a double blind review process. All contributions will be initially assessed by the editor for suitability for the journal. Papers deemed suitable are then typically sent to a minimum of two independent expert reviewers to assess the scientific quality of the paper. The Editor is responsible for the final decision regarding acceptance or rejection of articles. The Editor's decision is final. [More information on types of peer review.](#)

Double-blind review

This journal uses double-blind review, which means the identities of the authors are concealed from the reviewers, and vice versa. [More information](#) is available on our website. To facilitate this, please include the following separately:

Title page (with author details): This should include the title, authors' names, affiliations, acknowledgements and any Declaration of Interest statement, and a complete address for the corresponding author including an e-mail address.

Blinded manuscript (no author details): The main body of the paper (including the references, figures, tables and any acknowledgements) should not include any identifying information, such as the authors' names or affiliations.

Use of word processing software

It is important that the file be saved in the native format of the word processor used. The text should be in single-column format. Keep the layout of the text as simple as possible. Most formatting codes will be removed and replaced on processing the article. In particular, do not use the word processor's options to justify text or to hyphenate words. However, do use bold face, italics, subscripts, superscripts etc. When preparing tables, if you are using a table grid, use only one grid for each individual table and not a grid for each row. If no grid is used, use tabs, not spaces, to align columns. The electronic text should be prepared in a way very similar to that of conventional manuscripts (see

also the [Guide to Publishing with Elsevier](#)). Note that source files of figures, tables and text graphics will be required whether or not you embed your figures in the text. See also the section on Electronic artwork.

To avoid unnecessary errors you are strongly advised to use the 'spell-check' and 'grammar-check' functions of your word processor.

Article structure

Subdivision - numbered sections

Divide your article into clearly defined and numbered sections. Subsections should be numbered 1.1 (then 1.1.1, 1.1.2, ...), 1.2, etc. (the abstract is not included in section numbering). Use this numbering also for internal cross-referencing: do not just refer to 'the text'. Any subsection may be given a brief heading. Each heading should appear on its own separate line.

Introduction

State the objectives of the work and provide an adequate background, avoiding a detailed literature survey or a summary of the results.

Material and methods

Provide sufficient details to allow the work to be reproduced by an independent researcher. Methods that are already published should be summarized, and indicated by a reference. If quoting directly from a previously published method, use quotation marks and also cite the source. Any modifications to existing methods should also be described.

Results

Results should be clear and concise.

Discussion

This should explore the significance of the results of the work, not repeat them. A combined Results and Discussion section is often appropriate. Avoid extensive citations and discussion of published literature.

Conclusions

The main conclusions of the study may be presented in a short Conclusions section, which may stand alone or form a subsection of a Discussion or Results and Discussion section.

Appendices

If there is more than one appendix, they should be identified as A, B, etc. Formulae and equations in appendices should be given separate numbering: Eq. (A.1), Eq. (A.2), etc.; in a subsequent appendix, Eq. (B.1) and so on. Similarly for tables and figures: Table A.1; Fig. A.1, etc.

Essential title page information

- **Title.** Concise and informative. Titles are often used in information-retrieval systems. Avoid abbreviations and formulae where possible.

- **Author names and affiliations.** Please clearly indicate the given name(s) and family name(s) of each author and check that all names are accurately spelled. You can add your name between parentheses in your own script behind the English transliteration. Present the authors' affiliation addresses (where the actual work was done) below the names. Indicate all affiliations with a lower-case superscript letter immediately after the author's name and in front of the appropriate address. Provide the full postal address of each affiliation, including the country name and, if available, the e-mail address of each author.

- **Corresponding author.** Clearly indicate who will handle correspondence at all stages of refereeing and publication, also post-publication. This responsibility includes answering any future queries about Methodology and Materials. **Ensure that the e-mail address is given and that contact details are kept up to date by the corresponding author.**

- **Present/permanent address.** If an author has moved since the work described in the article was done, or was visiting at the time, a 'Present address' (or 'Permanent address') may be indicated as a footnote to that author's name. The address at which the author actually did the work must be retained as the main, affiliation address. Superscript Arabic numerals are used for such footnotes.

Abstract

A concise and factual abstract is required. The abstract should state briefly the purpose of the research, the principal results and major conclusions. An abstract is often presented separately from the article, so it must be able to stand alone. For this reason, References should be avoided, but if essential, then cite the author(s) and year(s). Also, non-standard or uncommon abbreviations should be avoided, but if essential they must be defined at their first mention in the abstract itself.

Graphical abstract

A Graphical abstract is optional and should summarize the contents of the paper in a concise, pictorial form designed to capture the attention of a wide readership online. Authors must provide images that clearly represent the work described in the paper. Graphical Abstracts should be submitted as a separate file in the online submission system. Maximum image size: 400x600 pixels (hwx, recommended size 200x500 pixels). Preferred file types: TIFF, EPS, PDF or MS Office files. See <https://www.elsevier.com/graphicalabstracts> for examples.

Research highlights

Research highlights are a short collection of bullet points that convey the core findings of the article. Research highlights are optional and should be submitted in a separate file in the online submission system. Please include 3 to 5 bullet points (max. 85 characters per bullet point including spaces). See <https://www.elsevier.com/researchhighlights> for examples.

Keywords

Immediately after the abstract, provide a maximum of 6 keywords, using American spelling and avoiding general and plural terms and multiple concepts (avoid, for example, 'and', 'of'). Be sparing with abbreviations: only abbreviations firmly established in the field may be eligible. These keywords will be used for indexing purposes.

Abbreviations

Define abbreviations that are not standard in this field in a footnote to be placed on the first page of the article. Such abbreviations that are unavoidable in the abstract must be defined at their first mention there, as well as in the footnote. Ensure consistency of abbreviations throughout the article.

Acknowledgements

Collate acknowledgements in a separate section at the end of the article before the references and do not, therefore, include them on the title page, as a footnote to the title or otherwise. List here those individuals who provided help during the research (e.g., providing language help, writing assistance or proof reading the article, etc.).

Formatting of funding sources

List funding sources in this standard way to facilitate compliance to funder's requirements:

Funding: This work was supported by the National Institutes of Health [grant numbers xxxx, yyyy]; the Bill & Melinda Gates Foundation, Seattle, WA [grant number zzzz]; and the United States Institutes of Peace [grant number aaaa].

It is not necessary to include detailed descriptions on the program or type of grants and awards. When funding is from a block grant or other resources available to a university, college, or other research institution, submit the name of the institute or organization that provided the funding.

If no funding has been provided for the research, please include the following sentence:

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

Units

Follow internationally accepted rules and conventions: use the international system of units (SI). If other units are mentioned, please give their equivalent in SI.

Footnotes

Footnotes should be used sparingly. Number them consecutively throughout the article. Many word processors can build footnotes into the text, and this feature may be used. Otherwise, please indicate the position of footnotes in the text and list the footnotes themselves separately at the end of the article. Do not include footnotes in the Reference list.

Color artwork

Please make sure that artwork files are in an acceptable format (TIFF (or JPEG), EPS (or PDF), or MS Office files) and with the correct resolution. If, together with your accepted article, you submit usable color figures then Elsevier will ensure, at no additional charge, that these figures will appear in color online (e.g., ScienceDirect and other sites) regardless of whether or not these illustrations are reproduced in color in the printed version. **For color reproduction in print, you will receive**

information regarding the costs from Elsevier after receipt of your accepted article. Please indicate your preference for color: in print or online only. [Further information on the preparation of electronic artwork.](#)

Figure captions

Ensure that each illustration has a caption. Supply captions separately, not attached to the figure. A caption should comprise a brief title (**not** on the figure itself) and a description of the illustration. Keep text in the illustrations themselves to a minimum but explain all symbols and abbreviations used.

Tables

Please submit tables as editable text and not as images. Tables can be placed either next to the relevant text in the article, or on separate page(s) at the end. Number tables consecutively in accordance with their appearance in the text and place any table notes below the table body. Be sparing in the use of tables and ensure that the data presented in them do not duplicate results described elsewhere in the article. Please avoid using vertical rules and shading in table cells.

Citation in text

Please ensure that every reference cited in the text is also present in the reference list (and vice versa). Any references cited in the abstract must be given in full. Unpublished results and personal communications are not recommended in the reference list, but may be mentioned in the text. If these references are included in the reference list they should follow the standard reference style of the journal and should include a substitution of the publication date with either 'Unpublished results' or 'Personal communication'. Citation of a reference as 'in press' implies that the item has been accepted for publication.

Web references

As a minimum, the full URL should be given and the date when the reference was last accessed. Any further information, if known (DOI, author names, dates, reference to a source publication, etc.), should also be given. Web references can be listed separately (e.g., after the reference list) under a different heading if desired, or can be included in the reference list.

Data references

This journal encourages you to cite underlying or relevant datasets in your manuscript by citing them in your text and including a data reference in your Reference List. Data references should include the following elements: author name(s), dataset title, data repository, version (where available), year, and global persistent identifier. Add [dataset] immediately before the reference so we can properly identify it as a data reference. The [dataset] identifier will not appear in your published article.

Reference management software

Most Elsevier journals have their reference template available in many of the most popular reference management software products. These include all products that support [Citation Style Language styles](#), such as [Mendeley](#). Using citation plug-ins from these products, authors only need to select the appropriate journal template when preparing their article, after which citations and bibliographies will be automatically formatted in the journal's style. If no template is yet available for this journal, please follow the format of the sample references and citations as shown in this Guide. If you use reference management software, please ensure that you remove all field codes before submitting the electronic manuscript. [More information on how to remove field codes from different reference management software.](#)

Users of Mendeley Desktop can easily install the reference style for this journal by clicking the following link:

<http://open.mendeley.com/use-citation-style/european-management-journal>

When preparing your manuscript, you will then be able to select this style using the Mendeley plug-ins for Microsoft Word or LibreOffice.

Reference style

Text: Citations in the text should follow the referencing style used by the American Psychological Association. You are referred to the Publication Manual of the American Psychological Association, Sixth Edition, ISBN 978-1-4338-0561-5, copies of which may be [ordered online](#) or APA Order Dept., P.O.B. 2710, Hyattsville, MD 20784, USA or APA, 3 Henrietta Street, London, WC3E 8LU, UK.

List: references should be arranged first alphabetically and then further sorted chronologically if necessary. More than one reference from the same author(s) in the same year must be identified by the letters 'a', 'b', 'c', etc., placed after the year of publication.

Examples:

Reference to a journal publication:

Van der Geer, J., Hanraads, J. A. J., & Lupton, R. A. (2010). The art of writing a scientific article. *Journal of Scientific Communications*, 163, 51–59. <https://doi.org/10.1016/j.Sc.2010.00372>.

Reference to a journal publication with an article number:

Van der Geer, J., Hanraads, J. A. J., & Lupton, R. A. (2018). The art of writing a scientific article. *Heliyon*, 19, e00205. <https://doi.org/10.1016/j.heliyon.2018.e00205>.

Reference to a book:

Strunk, W., Jr., & White, E. B. (2000). *The elements of style*. (4th ed.). New York: Longman, (Chapter 4).

Reference to a chapter in an edited book:

Mettam, G. R., & Adams, L. B. (2009). How to prepare an electronic version of your article. In B. S. Jones, & R. Z. Smith (Eds.), *Introduction to the electronic age* (pp. 281–304). New York: E-Publishing Inc.

Reference to a website:

Cancer Research UK. Cancer statistics reports for the UK. (2003). <http://www.cancerresearchuk.org/aboutcancer/statistics/cancerstatsreport/> Accessed 13 March 2003.

Reference to a dataset:

[dataset] Oguro, M., Imahiro, S., Saito, S., Nakashizuka, T. (2015). *Mortality data for Japanese oak wilt disease and surrounding forest compositions*. Mendeley Data, v1. <https://doi.org/10.17632/xwj98nb39r.1>.

Reference to a conference paper or poster presentation:

Engle, E.K., Cash, T.F., & Jarry, J.L. (2009, November). The Body Image Behaviours Inventory-3: Development and validation of the Body Image Compulsive Actions and Body Image Avoidance Scales. Poster session presentation at the meeting of the Association for Behavioural and Cognitive Therapies, New York, NY.

Video

Elsevier accepts video material and animation sequences to support and enhance your scientific research. Authors who have video or animation files that they wish to submit with their article are strongly encouraged to include links to these within the body of the article. This can be done in the same way as a figure or table by referring to the video or animation content and noting in the body text where it should be placed. All submitted files should be properly labeled so that they directly relate to the video file's content. . In order to ensure that your video or animation material is directly usable, please provide the file in one of our recommended file formats with a preferred maximum size of 150 MB per file, 1 GB in total. Video and animation files supplied will be published online in the electronic version of your article in Elsevier Web products, including [ScienceDirect](#). Please supply 'stills' with your files: you can choose any frame from the video or animation or make a separate image. These will be used instead of standard icons and will personalize the link to your video data. For more detailed instructions please visit our [video instruction pages](#). Note: since video and animation cannot be embedded in the print version of the journal, please provide text for both the electronic and the print version for the portions of the article that refer to this content.

Data visualization

Include interactive data visualizations in your publication and let your readers interact and engage more closely with your research. Follow the instructions [here](#) to find out about available data visualization options and how to include them with your article.

Supplementary material

Supplementary material such as applications, images and sound clips, can be published with your article to enhance it. Submitted supplementary items are published exactly as they are received (Excel or PowerPoint files will appear as such online). Please submit your material together with the article and supply a concise, descriptive caption for each supplementary file. If you wish to make changes to supplementary material during any stage of the process, please make sure to provide an updated file. Do not annotate any corrections on a previous version. Please switch off the 'Track Changes' option in Microsoft Office files as these will appear in the published version.

Research data

This journal encourages and enables you to share data that supports your research publication where appropriate, and enables you to interlink the data with your published articles. Research data refers to the results of observations or experimentation that validate research findings. To facilitate reproducibility and data reuse, this journal also encourages you to share your software, code, models, algorithms, protocols, methods and other useful materials related to the project.

Below are a number of ways in which you can associate data with your article or make a statement about the availability of your data when submitting your manuscript. If you are sharing data in one of these ways, you are encouraged to cite the data in your manuscript and reference list. Please refer to the "References" section for more information about data citation. For more information on depositing, sharing and using research data and other relevant research materials, visit the [research data](#) page.

Data linking

If you have made your research data available in a data repository, you can link your article directly to the dataset. Elsevier collaborates with a number of repositories to link articles on ScienceDirect with relevant repositories, giving readers access to underlying data that gives them a better understanding of the research described.

There are different ways to link your datasets to your article. When available, you can directly link your dataset to your article by providing the relevant information in the submission system. For more information, visit the [database linking page](#).

For [supported data repositories](#) a repository banner will automatically appear next to your published article on ScienceDirect.

In addition, you can link to relevant data or entities through identifiers within the text of your manuscript, using the following format: Database: xxxx (e.g., TAIR: AT1G01020; CCDC: 734053; PDB: 1XFN).

Mendeley Data

This journal supports Mendeley Data, enabling you to deposit any research data (including raw and processed data, video, code, software, algorithms, protocols, and methods) associated with your manuscript in a free-to-use, open access repository. During the submission process, after uploading your manuscript, you will have the opportunity to upload your relevant datasets directly to *Mendeley Data*. The datasets will be listed and directly accessible to readers next to your published article online.

For more information, visit the [Mendeley Data for journals page](#).

Data statement

To foster transparency, we encourage you to state the availability of your data in your submission. This may be a requirement of your funding body or institution. If your data is unavailable to access or unsuitable to post, you will have the opportunity to indicate why during the submission process, for example by stating that the research data is confidential. The statement will appear with your published article on ScienceDirect. For more information, visit the [Data Statement page](#).

AFTER ACCEPTANCE

Online proof correction

Corresponding authors will receive an e-mail with a link to our online proofing system, allowing annotation and correction of proofs online. The environment is similar to MS Word: in addition to editing text, you can also comment on figures/tables and answer questions from the Copy Editor. Web-based proofing provides a faster and less error-prone process by allowing you to directly type your corrections, eliminating the potential introduction of errors.

If preferred, you can still choose to annotate and upload your edits on the PDF version. All instructions for proofing will be given in the e-mail we send to authors, including alternative methods to the online version and PDF.

We will do everything possible to get your article published quickly and accurately. Please use this proof only for checking the typesetting, editing, completeness and correctness of the text, tables and figures. Significant changes to the article as accepted for publication will only be considered at this stage with permission from the Editor. It is important to ensure that all corrections are sent back to us in one communication. Please check carefully before replying, as inclusion of any subsequent corrections cannot be guaranteed. Proofreading is solely your responsibility.

Offprints

The corresponding author will, at no cost, receive a customized [Share Link](#) providing 50 days free access to the final published version of the article on [ScienceDirect](#). The Share Link can be used for sharing the article via any communication channel, including email and social media. For an extra charge, paper offprints can be ordered via the offprint order form which is sent once the article is

accepted for publication. Both corresponding and co-authors may order offprints at any time via Elsevier's [Webshop](#). Corresponding authors who have published their article gold open access do not receive a Share Link as their final published version of the article is available open access on ScienceDirect and can be shared through the article DOI link.

AUTHOR INQUIRIES

Visit the [Elsevier Support Center](#) to find the answers you need. Here you will find everything from Frequently Asked Questions to ways to get in touch.

You can also [check the status of your submitted article](#) or find out [when your accepted article will be published](#).

© Copyright 2018 Elsevier | <https://www.elsevier.com>