

## MANUSCRIPT REQUIREMENTS

The paper must be written in the template which can be found on the Submission of Papers page of the Strategic Management journal web site (<https://www.smjournal.rs/index.php/home/about/submissions>) and to be sent, together with the Copyright and Use Agreement.

**Headings** must be short, clearly defined, and numbered, except for Introduction and Conclusions. Apply at most three levels of headings.

**All tables, graphs and diagrams** are expected to back your research findings. They should be clearly referred to and numbered consecutively in Arabic numerals. They should be placed in the text at the appropriate paragraph (just after its reference).

**Tables** should be centered. All tables must have captions. The title of your table should follow the table number. Tables should not be wider than the margins of the paper.

**Figures** should be centered. All figures must have captions. The title of figures should appear immediately below the figure. The title of the figure should follow the figure number. Figures should not be wider than the margins of the paper. Figures will not be redrawn by the publisher. Figures should be high-quality grayscale graphics (please, do not use colors): vector drawings (with text converted to curves) or 300 dpi bitmaps.

Please do not supply any graphics copied from a website, as the resolution will be too low. In all figures taken or adapted from other sources, a brief note to that effect is obligatory, below the figure. One sentence at least referring to the illustration is obligatory.

**Mathematical expressions** should be numbered on the right side, while all variables and parameters must be defined.

## PROOF

Authors are responsible for ensuring that all manuscripts (whether original or revised) are accurately typed before final submission. One set of proof will be sent to authors, if requested, before the final publication, which must be returned promptly.

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The references should specify the source (such as book, journal article or a web page) in sufficient detail to enable the readers to identify and consult it. The references are placed at the end of the work, with sources listed alphabetically (a) by authors' surnames or (b) by the titles of the sources (if the author is unknown). Multiple entries by the same author(s) must be sequenced chronologically, starting from the earliest, e.g.:

Ljubojević, T.K. (1998). Ljubojević, T.K. (2000a). Ljubojević, T.K. (2000b).  
Ljubojević, T.K., & Dimitrijević, N.N. (1994).

The DOI number or URL of a full text version should be added if it exists.  
Here is a list of the most common reference types:

## A. PERIODICALS

Authors must be listed by their last names, followed by initials. Publication year must be written in parentheses, followed by a full stop. Title of the article must be in sentence case: only the first word and proper nouns in the title are capitalized. The periodical title must be in title case, followed by the volume number, which is also italicized:

Author, A. A., Author, B. B., & Author, C. C. (Year). Title of article. *Title of Periodical, volume number* (issue number), pages.

### ➤ Journal article, one author, paginated by issue.

Journals paginated by issue begin with page 1 in every issue, so that the issue number is indicated in parentheses after the volume. The parentheses and issue numbers are not italicized, e.g.

Seliverstova, Y. (2021). Workforce diversity management: A systematic literature review. *Strategic Management, 26*(2), 3–11.

<https://doi.org/10.5937/StraMan2102003S>

### ➤ Journal article, one author, paginated by volume.

Journals paginated by volume begin with page 1 in issue 1, and continue page numbering in issue 2 where issue 1 ended, e.g.

Perić, O. (2006). Bridging the gap: Complex adaptive knowledge management. *Strategic Management, 14*, 654–668.

➔ **Journal article, two authors, paginated by issue.**

Dakić, S., & Mijić, K. (2020). Regression analysis of the impact of internal factors on return on assets: A case of meat processing enterprises in Serbia. *Strategic Management*, 25(1), 29–34.  
<https://doi.org/10.5937/StraMan2001029D>

➔ **Journal article, two authors, paginated by volume.**

Ljubojević, K., & Dimitrijević, M. (2007). Choosing your CRM strategy. *Strategic Management*, 15, 333-349.

➔ **Journal article, three to six authors, paginated by issue.**

Marić, S., Uzelac, O., & Strugar-Jelača, M. (2019). Ownership structure as a measure of corporate performance. *Strategic Management*, 24(4), 28–37.  
<https://doi.org/10.5937/StraMan1904028M>

➔ **Journal article, three to six authors, paginated by volume.**

Boškov, T., Ljubojević, K., & Tanasijević, V. (2005). A new approach to CRM. *Strategic Management*, 13, 300-310.

➔ **Journal article, more than six authors, paginated by issue.**

Ljubojević, K., Dimitrijević, M., Mirković, D., Tanasijević, V., Perić, O., Jovanov, N., et al. (2005). Putting the user at the center of software testing activity. *Management Information Systems*, 3(1), 99-106.

➔ **Journal article, more than six authors, paginated by volume.**

Strakić, F., Mirković, D., Boškov, T., Ljubojević, K., Tanasijević, V., Dimitrijević, M., et al. (2003). Metadata in data warehouse. *Strategic Management*, 11, 122-132.

➔ **Magazine article.**

Strakić, F. (2005, October 15). Remembering users with cookies. *IT Review*, 130, 20-21.

➔ **Newsletter article with author.**

Dimitrijević, M. (2009, September). MySQL server, writing library files. *Computing News*, 57, 10-12.

➔ **Newsletter article without author.**

VBScript with active server pages. (2009, September). *Computing News*, 57, 21-22.

## **B. BOOKS, BROCHURES, BOOK CHAPTERS, ENCYCLOPEDIA ENTRIES, AND BOOK REVIEWS**

### **Basic format for books**

Author, A. A. (Year of publication). *Title of work: Capital letter also for subtitle*. Publisher.

#### **➔ Book, one author.**

Ljubojević, K. (2005). *Prototyping the interface design*. Faculty of Economics in Subotica.

#### **➔ Book, one author, new edition**

Dimitrijević, M. (2007). *Customer relationship management* (6th ed.). Faculty of Economics in Subotica.

#### **➔ Book, two authors.**

Ljubojević, K., Dimitrijević, M. (2007). *The enterprise knowledge portal and its architecture*. Faculty of Economics in Subotica.

#### **➔ Book, three to six authors.**

Ljubojević, K., Dimitrijević, M., Mirković, D., Tanasijević, V., & Perić, O. (2006). *Importance of software testing*. Faculty of Economics in Subotica.

#### **➔ Book, more than six authors.**

Mirković, D., Tanasijević, V., Perić, O., Jovanov, N., Boškov, T., Strakić, F., et al. (2007). *Supply chain management*. Faculty of Economics in Subotica.

#### **➔ Book, no author or editor.**

*Web user interface* (10th ed.). (2003). Faculty of Economics.

#### **➔ Group, corporate, or government author.**

Statistical office of the Republic of Serbia. (1978). *Statistical abstract of the Republic of Serbia*. Ministry of community and social services.

#### **➔ Edited book.**

Dimitrijević, M., & Tanasijević, V. (Eds.). (2004). *Data warehouse architecture*. Faculty of Economics.

#### **➔ Chapter in an edited book.**

Repa, V. (2019). Deriving Key Performance Indicators from Business Process Model. In M. Pańkowska & K. Sandkuhl (Eds.), *Perspectives in Business Informatics Research. BIR 2019. Lecture Notes in Business Information Processing, vol 365*. (pp. 148–162). Springer.

[https://doi.org/10.1007/978-3-030-31143-8\\_11](https://doi.org/10.1007/978-3-030-31143-8_11)

#### **➔ Encyclopedia entry.**

Mirković, D. (2006). History and the world of mathematicians. In *The new mathematics encyclopedia* (Vol. 56, pp. 23-45). Faculty of Economics.

## C. UNPUBLISHED WORKS

### ➤ Paper presented at a meeting or a conference.

Ljubojević, K., Tanasijević, V., Dimitrijević, M. (2003). *Designing a web form without tables*. Paper presented at the annual meeting of the Serbian computer alliance, Beograd.

### ➤ Paper or manuscript.

Bošković, T., Strakić, F., Ljubojević, K., Dimitrijević, M., & Perić, O. (2007, May). *First steps in visual basic for applications*. Unpublished paper, Faculty of Economics Subotica, Subotica.

### ➤ Doctoral dissertation.

Strakić, F. (2000). *Managing network services: Managing DNS servers*. Unpublished doctoral dissertation, Faculty of Economics Subotica.

### ➤ Master's thesis.

Dimitrijević, M. (2003). *Structural modeling: Class and object diagrams*. Unpublished master's thesis, Faculty of Economics Subotica.

## D. ELECTRONIC MEDIA

The same guidelines apply for online articles as for printed articles. All the information that the online host makes available must be listed, including an issue number in parentheses:

Author, A. A., & Author, B. B. (Publication date). Title of article. *Title of Online Periodical, volume number* (issue number if available). <https://www.anyaddress.com/full/url/>

### ➤ Article in an internet-only journal

Tanasijević, V. (2003, March). Putting the user at the center of software testing activity. *Strategic Management*, 8 (4). <https://www.ef.uns.ac.rs/sm2024>

### ➤ Document from an organization

Faculty of Economics. (2008, March 5). *A new approach to CRM*. <https://www.ef.uns.ac.rs/papers/acrm.html>

### ➤ Article from an online periodical with DOI assigned.

Jovanov, N., & Bošković, T. A PHP project test-driven end to end. *Management Information Systems*, 2 (2), 45-54. <https://doi.org/10.5937/StraMan213302003S>

### ➤ Article from an online periodical without DOI assigned.

Online journal articles without a DOI require a URL.

Author, A. A., & Author, B. B. (Publication date). Title of article. *Title of Journal, volume number*. <https://www.anyaddress.com/full/url/>

Jovanov, N., & Bošković, T. A PHP project test-driven end to end. *Management Information Systems*, 2 (2), 45-54. <https://www.ef.uns.ac.rs/mis/TestDriven.html>

## REFERENCE QUOTATIONS IN THE TEXT

### ➔ Quotations

If a work is directly quoted from, then the author, year of publication and the page reference (preceded by “p.”) must be included. The quotation is introduced with an introductory phrase including the author’s last name followed by publication date in parentheses.

According to Mirković (2001, p. 201), “The use of data warehouses may be limited, especially if they contain confidential data”.

Mirković (2001, p. 201), found that “the use of data warehouses may be limited”. What unexpected impact does this have on the range of availability?

If the author is not named in the introductory phrase, the author's last name, publication year, and the page number in parentheses must be placed at the end of the quotation, e.g.

He stated, “The use of data warehouses may be limited,” but he did not fully explain the possible impact (Mirković, 2001, p. 201).

### ➔ Summary or paraphrase

According to Mirković (1991, p. 201), limitations on the use of databases can be external and software-based, or temporary and even discretion-based.

Limitations on the use of databases can be external and software-based, or temporary and even discretion-based (Mirković, 1991, p. 201).

### ➔ One author

Boškov (2005) compared the access range...

In an early study of access range (Boškov, 2005), it was found...

➔ When there are **two authors**, both names are always cited:

Another study (Mirković & Boškov, 2006) concluded that...

➔ If there are **three or more authors** the abbreviation "et al." (Latin for "and others") is employed in APA in-text citations when referencing works with three or more authors. The format is to include only the first author's last name, followed by "et al.," a comma, and the year of publication. For instance, (Dakic et al., 2024) would be used as an example.

### ➔ Unknown author

If the work does not have an author, the source is cited by its title in the introductory phrase, or the first 1-2 words are placed in the parentheses. Book and report titles must be italicized or underlined, while titles of articles and chapters are placed in quotation marks:

A similar survey was conducted on a number of organizations employing database managers (Limiting database access, 2005).

If work (such as a newspaper editorial) has no author, the first few words of the title are cited, followed by the year: (The Objectives of Access Delegation, 2007)

**Note:** In the rare cases when the word "Anonymous" is used for the author, it is treated as the author's name (Anonymous, 2008). The name Anonymous must then be used as the author in the reference list.

### ➔ Organization as an Author

If the author is an organization or a government agency, the organization must be mentioned in the introductory phrase or in the parenthetical citation the first time the source is cited:

According to the Statistical Office of the Republic of Serbia (1978), ...

Also, the full name of corporate authors must be listed in the first reference, with an abbreviation in brackets. The abbreviated name will then be used for subsequent references:

The overview is limited to towns with 10,000 inhabitants and up (Statistical Office of the Republic of Serbia [SORS], 1978).

The list does not include schools that were listed as closed down in the previous statistical overview (SORS, 1978).

➔ When citing **more than one reference from the same author**: (Bezjak, 1999, 2002)

➔ When several **used works by the same author were published in the same year**, they must be cited adding a, b, c, and so on, to the publication date:

(Griffith, 2002a, 2002b, 2004)

### ➔ Two or more works in the same parentheses

When two or more manuscripts are cited parenthetically, they must be cited in the same order as they appear in the reference list, separated by a semicolon.

(Bezjak, 1999; Griffith, 2004)

### ➔ Two or more works by the same author in the same year

If two or more sources used in the submission were published by the same author in the same year, the entries in the reference list must be ordered using lower-case letters (a, b, c...) with the year. Lower-case letters will also be used with the year in the in-text citation as well:

Survey results published in Theissen (2004a) show that...

➔ To **credit an author for discovering a work** when you have not read the original:

Bergson's research (as cited in Mirković & Boškov, 2006)...

Here, Mirković & Boškov (2006) will appear in the reference list, while Bergson will not.

➔ When **citing more than one author**, the authors must be listed alphabetically:

(Britten, 2001; Sturlasson, 2002; Wasserwandt, 1997)

➔ When there is **no publication date**: (Hessenberg, n.d.)

➔ **Page numbers must always be given for quotations**:

(Mirković & Boškov, 2006, p.12)

Mirković & Boškov (2006, p. 12) propose the approach by which “the initial viewpoint...

➔ **Referring to a specific part of a work**:

(Theissen, 2004a, chap. 3) (Keaton, 1997, pp. 85-94)

➔ **Personal communications, including interviews, letters, memos, e-mails, and telephone conversations**, are cited as below. (These are *not* included in the reference list.)

(K. Ljubojević, personal communication, May 5, 2008).

## FOOTNOTES AND ENDNOTES

A few footnotes may be necessary when elaborating on an issue raised in the text, adding something that is in indirect connection, or providing supplementary technical information. Footnotes and endnotes are numbered with superscript Arabic numerals at the end of the sentence, like this.<sup>1</sup> Endnotes begin on a separate page, after the end of the text. However, *Strategic Management* **does not recommend the use of footnotes or endnotes.**