

Corporate Governance

An International Review

AUTHOR STYLE GUIDELINES

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Type of Manuscripts solicited

Submissions to the journal should be original unpublished work and should not be under review with any other journal. Reviews are double-blind so authors names need to be removed from all submitted manuscripts. We solicit three types of work: **empirical**, **conceptual** and **review**.

1. **Empirical:** These manuscripts build or test theory about the antecedents or effects of corporate governance within an international context. While multi-country studies offer the easiest path to international corporate governance insights, single-country studies will be considered if sufficient new theoretical insights are generated. For theory-testing studies, theory and/or research must be advanced that leads to some theoretical predictions about the relationship(s) between key constructs, then data is systematically collected for those constructs, and statistical analysis is performed to learn if the data supports or refutes the theoretical predictions. For theory-building studies, data is systematically collected, and theoretical insights are generated from that data that is sufficiently different from previous theory or research to yield new theoretical insights. Descriptive studies that fail to build or test theory are not appropriate.
2. **Conceptual:** These articles seek to develop new theoretical insights and relationships about the antecedents and/or effects of corporate governance that can be empirically tested in future research. All good conceptual studies begin with a central research question and a discussion of the motivation for studying this particular issue. The new insights can be generated by: (1) combining theoretical insights that have been previously not been considered together, (2) exploring a logical paradox and/or anomaly in the theoretical literature to yield new insights, (3) challenging or clarifying existing theory, and/or (4) synthesizing recent advances and ideas into fresh new theory. All conceptual studies should specify the degree to which these ideas apply to all or some governance systems throughout the global economy.
3. **Review:** These articles seek to summarize a stream of research that has been previously published; identify gaps in the literature, and highlight the most promising future directions for this stream. Review articles are more than literature reviews in that review articles are more comprehensive (e.g., identify all previous theoretical frameworks/ empirical approaches, and isolate all gaps in the literature), and require more seasoned scholarly judgment (e.g., clarity of insights as to the future for this particular stream). Review articles are different from conceptual articles in that the primary

contribution is to summarize previous research. Qualitative and quantitative meta-analyses are particularly welcome for review articles.

4. **Perspective:** These articles seek to challenge the existing research paradigm by proposing very different theories, methods or practices of corporate governance throughout the world or major regions of the global economy. The "new" perspective can be based on literature, logic and/or observation, but it must challenge corporate governance scholars and practitioners to think about corporate governance in an entirely new and inter-disciplinary way. We are particularly interested in systemic views of comparative corporate governance practices, and invite individuals who have been directly engaged in policy-making, consulting, and/or actual practice of corporate governance to submit their ideas via this venue.

General Format

- Length: The editors generally look for papers between 5000-10,000 words or 25-40 typed pages in length. Manuscripts must be double-spaced.
- Margins: one-inch margins
- Font size: 12-point Times New Roman font

Title Page

No need with the first submission. You will be asked to provide a title page once your manuscript has been accepted.

Abstract

In order to enhance both the review and eventual reading process of published manuscripts, please provide a structured abstract for each submission. Specifically, we are looking for an abstract (250 word maximum) that highlights the key features of your manuscript. Please use the structure listed below for describing those summarized highlights:

Manuscript Type: "Conceptual", "Empirical", "Review", or "Perspective" (pick one)

Research Question/Issue: In one or two sentences, summarize the focus of your study here.

Research Findings/Insights: In one to four sentences, please identify what you consider to be the most important findings from an empirical study or insights from a conceptual study in your manuscript.

Theoretical/Academic Implications: In one to four sentences, please identify what you consider to be the most important theoretical implication or implications of your study.

Practitioner/Policy Implications: In one to four sentences, please discuss what you consider to be the most important practitioner and/or policy maker implications of your study.

Abstracts should be included on the first page of the manuscript and should avoid jargon that might be unfamiliar to those outside of your discipline, or provide definitions to clarify concepts for readers outside the field. A sample structured abstract is listed below:

SAMPLE ABSTRACT

Manuscript Type: Empirical

Research Question/Issue: This study seeks to understand the antecedents of corporate governance legitimacy at the national level. Corporate governance legitimacy is conceptualized as the perceived ability of a nation to constrain and direct corporate power so that it efficiently creates economic value and equitably distributes economic wealth.

Research Findings/Insights: Using archival data from a multi-national panel sample of 46 to 50 countries between 1995 and 2003, we found that the institutions of law and order as well as the national cultural view of competitiveness were positively related, and the level of national corruption was negatively related to overall corporate governance legitimacy. In order to focus on internal corporate governance legitimacy issues, we controlled for the external governance environment and the overall size of the economy.

Theoretical/Academic Implications: This study provides empirical support for the neo-institutional perspective at the national level for differences in perceived legitimacy of corporate governance practices throughout the world. As such, it suggests new avenues of research for both the comparative corporate governance literature, as well as for the neo-institutional perspective.

Practitioner/Policy Implications: This study offers insights to policy makers interested in enhancing the legitimacy of corporate governance within their nation. In addition, it provides a macro-level perspective for executives of multi-national firms to consider if they are considering making a direct investment in a foreign country.

Keywords

Please select three to five keywords from our keyword listing and list them under the structured abstract. Please include "Corporate Governance" as the first keyword for any submission as this is a requirement for publication. Please list keywords in upper/lower format (e.g., Agency Theory; Executive Compensation). If a particular keyword is not on our master list, you can add that keyword and it will generally be accepted by the editors.

Headings and Sections

Headings should not be numbered. Major first-level headings should be centered and displayed in capital letters with bold font on a dedicated line. Second-level headings should be left-justified on a dedicated line with upper- and lowercase letters in bold font. Third-level headings should be indented and embedded in the paragraph with upper and lower case letters in bold font followed by a period. Example:

Corporate Governance in China	INTRODUCTION	First level
The Case of IBM.		Second level
		Third level

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Use endnotes not footnotes. These should be listed prior to the references. They should be used only when necessary and not in place of bibliographic references. Please note that indicators should be printed as superscript numbers.

Hypotheses

Fully and separately state each hypothesis you tested separately. Give it a distinct number (Hypothesis 1) or number-letter (Hypothesis 1a) label. Set hypotheses off in indented blocks, in italic type. Examples:

Hypothesis 1a. Clear and concise writing has a positive relationship to publication.

Hypothesis 1b. Following CGIR's "Author Style Guidelines" has a positive relationship to publication.

Citations

These are your in-text, in parentheses, identifications of other research. Every work that has a citation needs to have a corresponding reference (see "References," below). Examples:

Name and year—Several studies (Adams, 1994; Barry, 1988, 1992; Guar, 2000a, 2000b) support this conclusion.

Year only—But McDonald and Nye (2001) presented conflicting evidence.

Order. Order citations *alphabetically*. Designate two or more works by one author (or by an identical group of authors) published in the same year by adding "a," "b," and so forth, after the year. See the "name and year" example above.

Multiple authors. If a work has two authors, give both names every time you cite it. For *three through six* authors, give all names the first time, then use "et al." in citations. Examples:

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Subsequent citation—(Smith et al., 2000).

For *seven* or more authors, use "et al." even for the first citation. (But the corresponding reference should give all the names.)

Page numbers in citations. Use this format:

Writing a book is "a long and arduous task" (Lee, 1998:3).

Citation with no author. For an article with no author, cite the periodical as author.

Example:

Periodical as author—Analysts predicted an increase in service jobs (*Wall Street Journal*, 1999).

For reports, handbooks, and the like, cite the "corporate author" that produced them. Example:

Organization as author—Analysts predict an increase in service jobs in the *U.S. Industrial Outlook* (U.S. Department of Commerce, 1992).

Such sources can also be identified informally. No corresponding reference will then be needed.

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References.

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Order. Alphabetize references by the last name of a sole author, a first author, or an editor, or by the name of a corporate author (for instance, U.S. Census Bureau) or periodical (such as the *Wall Street Journal*) if there is no human author or editor. Order works by an identical author by year of publication, listing the *earliest first*. If the years of publication are also the same, differentiate entries by adding small letters (“a,” “b,” etc.) after the years. Repeat the author’s name for each entry.

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Berle, A. & Means, G. 1932. *The modern corporation and private property*. New York: Macmillan.

Freeman, R.E. 1984. *Strategic management: A stakeholder approach*. Boston: Pitman.

Granovetter, M. S. 1965. *Getting a job: A study of contracts and careers*. Chicago: University of Chicago Press.

Periodicals. Follow this form: Authors’ last names, initials. Year. Title (regular type; same single-capital rule as for books). **Name of Periodical** (boldface italic, title-style capitalization), volume number (issue number, if needed—see below): page numbers. Examples:

Jensen, M.C. 1986. Agency costs of free cash flow, corporate finance, and takeovers. *American Economic Review*, 76: 323-329.

Nonaka, I. 1991. The knowledge-creating company. *Harvard Business Review*, 69(6): 96–104.

Shrivastava, P. 1995. The role of corporations in achieving ecological sustainability. *Academy of Management Review*, 20: 936–960.

Include an issue number only if every issue of the referenced periodical begins with a page numbered 1. (Look at more than one issue to check.) If an article has no author, the periodical is referenced. Examples:

BusinessWeek. 1998. The best B-schools. October 19: 86–94.

Harvard Business Review. 2003. How are we doing? 81(4): 3.

Chapters in books, including annuals. Follow this form: Authors' last names, initials. Year. Title of chapter (regular type, single-capital rule. In Editors' initials and last names (Eds.), Title of book: Page numbers. City (same rules as above): Publisher. Examples:

Black, B.S., 1998, Shareholder activism and corporate governance in the U.S., in: Peter Newman (Ed.), *The new Palgrave dictionary of economics and the law*, Macmillan Reference, London.

Dutton, J., Bartunek, J., & Gersick, C. 1996. Growing a personal, professional collaboration. In P. Frost & S. Taylor (Eds.), *Rhythms of academic life*: 239–248. London: Sage.

Levitt, B., & March, J. G. 1988. Organizational learning. In W. R. Scott & J. F. Short (Eds.), *Annual review of sociology*, vol. 14: 319–340. Palo Alto, CA: Annual Reviews.

Unpublished works. These include working papers, dissertations, and papers presented at meetings. Examples:

Duncan, R. G. 1971. *Multiple decision-making structures in adapting to environmental uncertainty*. Working paper no. 54–71, Northwestern University Graduate School of Management, Evanston, IL.

Smith, M. H. 1980. *A multidimensional approach to individual differences in empathy*. Unpublished doctoral dissertation, University of Texas, Austin.

Wall, J. P. 1983. *Work and nonwork correlates of the career plateau*. Paper presented at the annual meeting of the Academy of Management, Dallas.

Electronic documents. Include the author's name, if known; the full title of the document; the full title of the work it is part of; the ftp, http, or other address; and the date the document was posted or accessed.

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For each table or figure, center “**TABLE**” or “**FIGURE**” with a number (“**1**,” “**2**,” etc.) at the top of the page. Put the title under this, also centered and boldface, but in upper- and lower-case letters. Number tables and figures consecutively (one series for tables, one for figures). Place them at the end of your manuscript, but indicate the position of each in the text as follows:

Insert Table 2 about here

Each table or figure needs an introductory sentence in your text.

More on tables. Use more than one page if needed. Do *not* squeeze material onto one page by shrinking type. Use ordinary words for variable names - not code names or other abbreviations. Use the same name for the variable throughout your text, tables, figures, and appendixes. Example:

Preferred variable name—Profitability, not PRFT

Each table should report one type of analysis (which is identified in the title), and each vertical column and horizontal row should contain only one type of data. Report only *two decimal places* for all statistics.

Figures should be supplied as high quality, original artwork and any lettering or line work should be able to sustain reduction to the final size of reproduction. Please avoid using any tints or complex shading, and we prefer black and white.

Statistical Significance

When statistical significance is explored, please note that p-values greater than .05 but less than .10 are considered marginally significant. P-values greater than .10 are considered insignificant. Report significance levels in separate footnotes placed in a stack under your regular table footnotes. Example:

- † p < .10
- * p < .05
- ** p < .01
- *** p < .001

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In order to help your work to be accessible to CGIR's wide-ranging readership, please define all key terms. A technical term is a word or a phrase that is not in a general use-dictionary with the meaning you ascribe to it.

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Do not “talk in math” in regular text. Use words. For instance, “We surveyed 100 employees,” *not* “We surveyed $n = 100$ employees” and “We used a chi-square test to evaluate fit,” *not* “We used a χ^2 test.” *Do* use symbols and numbers to report results and give formulas. Italicize letters that are customarily italicized (p , r , b , F , Z , and so forth). Use boldface italic for vectors. Put spaces around equals signs, minus signs, etc.

Illustrative results within text go in parentheses. Introduce them with complete sentences. Example: One coefficient for the interaction was significant The coefficient of the interaction term between Gini index and firm size is positive and significant (Model 3: $\beta = 0.25$, $p < .001$). Keep *equations* in your running text unless they contain oversized symbols or division, and/or are very important in your research. Examples:

Run-in equation—We used David’s (1992: 20) distance formula ($f = xyz$).

Displayed equation—

$$Pr = \frac{\sum Yx + bx + C}{Y+1} \tag{1}$$

Where Pr is

Define each new term in all equations.

Abbreviations

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