



GUIDELINES TO AUTHORS FOR DEVELOPING THE MANUSCRIPT

Centre for Contemporary Management Research (CECMAR) promotes the spirit of quality and contemporary research among management professionals both in academia and industry. The mission of CECMAR is to develop a network of professional researchers in Asia-Pacific, Middle-East, Europe and Africa by encouraging, guiding and helping researchers to improve their research quality and offer constructive feedback/inputs so that their manuscripts evolve as standard works, to get published in high-impact journals like the *Journal of Contemporary Management Research* (JCMR). Attention is paid to some of the following issues worthy of consideration in each section of the manuscript.

Abstract: Please ensure whether or not the Abstract conveys clearly the purpose of the study, provides a balanced and accurate depiction of the key findings, and addresses the implications of the work for the field. The following structure is suggested for drafting the ABSTRACT:

Purpose

What are the reason(s) for writing the paper or the aims of the research?

Design/methodology/approach

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?

Findings

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

Research limitations/implications (if applicable)

If research is reported on in the paper this section must be completed and should include suggestions for future research and any identified limitations in the research process. Not all papers will have research implications.

Practical implications (if applicable)

What outcomes and implications for practice, applications and consequences are identified? How will the research impact upon the business or enterprise? What changes to practice should be made as a result of this research? What is the commercial or economic impact? Not all papers will have practical implications.

Social implications (if applicable)

How will it influence (corporate) social responsibility or environmental issues? How could it inform public or industry policy? How might it affect quality of life? Not all papers will have social implications.

Originality/value

What is new in the paper? State the value of the paper and to whom.

Keywords: Keyword 1, Keyword 2, 5 keywords as a minimum.

Background: For this section, please address whether or not the author(s) build a compelling case for the significance of the study and the way in which it advances the field and offers new information. Consideration should be given to the conceptual framework for the work and how it guides the investigation itself and the writing of the manuscript. Attention also should be paid to the clarity and importance of the goals and the extent to which the hypotheses associated with each goal are delineated and a logical outgrowth of the background information provided. There also

should be appropriate justification provided in this section for the study methodology, whether that is quantitative or qualitative in nature.

Methods: In this section, please pay attention to the extent to which the author(s) provided adequate detail so that future investigators can replicate the work. In other words, the population should be clearly delineated and it should be evident to the reader that the sample (e.g., characteristics, inclusion and exclusion criterion, attrition) was appropriate for addressing the study question and of adequate size to have reasonable power. The reader should have sufficient information to draw conclusions about the generalizability of the findings. Attention also should be paid to procedures for recruiting and retaining the sample, assessing the sample, and intervening with the sample (if applicable). The study procedures need to be tied to the study goals and hypotheses and the key constructs need to be appropriately operationalized. Attention should be paid to the appropriateness of the measures, including their linkage to key constructs and relevance to the study population, psychometric properties, and scoring or coding. When addressing intervention conditions, they need to be described in sufficient detail that the reader understands what was done.

For studies that use qualitative methodology, the methodology needs to be consistent with the paradigmatic approach guiding the work; attention must be paid to the researcher's stance in relation to the participants, community, and phenomenon; and paradigm-appropriate strategies for managing subjectivity must be addressed. The investigator's interviewing stance and approach should be described. Information should be provided about the interview questions, as well as the training and supervision of interviewers. In addition means for data reduction should be clearly identified. In the Methods section, the data analytic approach should be provided for both quantitative and qualitative designs so that others can replicate the results that were generated. Also in this section, attention should be paid to the ethical conduct of the research, including steps taken to reduce potential risks to participants.

Results: In the Results section, the findings should be presented in a fashion that is consistent with the study's goals and hypotheses. The data analytic approach used should be designed to answer the study's questions and should be matched to the nature of the data. The material in the text should not duplicate that presented in tables or figures. The presentation of the data for quantitative manuscripts should appear in a fashion consistent with the international publishing styles and standards. Plans for handling missing data should be addressed and reports of statistical significance should be coupled with an appropriate estimate of effect size. Attention should be paid to the use of appropriate strategies for correction for Type 1 error. For qualitative studies, the findings should be presented in a fashion that is consistent with the overarching paradigm and approach, category labels should fit with the examples and categories adequately defined. The text depicting the results should be rich, but not exhaustive, and offer complex and nuanced descriptions and examples. Regardless of the type of study, quantitative, qualitative, or mixed methods, the results should be presented in a fashion that is reader-friendly, concise, fluid, and interesting. Tables and figures should help bring the findings to life.

Discussion: In commenting on the Discussion section, remember that an effective Discussion section integrates the findings with relevant theory and empirical data and is not simply a restatement of the results section. However, it should be linked to the Background and Methods sections. The assertions made about the meaning of the results should be consistent with the data and should take into account both the practical and statistical significance of the data. Plausible explanations should be offered for data that differ from what was expected or from other literature and alternative explanations for the findings should be offered. The unique contributions of the findings to the literature should be conveyed to the reader. All key study limitations should be noted. It is essential that attention be paid to the implications (theory, research, practice, policy) of the data.