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### A. GUIDELINES FOR AUTHORS OF PAPERS

**Paper Title** (max. 180 characters)

Author's(s') First Name LAST NAME, affiliation, e-mail – of each author (max. 5 authors)

**Abstract:** text, max. 1200 characters (including spaces).

**Keywords:** list of max. 15 keywords, separated by commas.

**JEL:** JEL classification codes<sup>1</sup> (max. 5).

#### 1 Format of the text

The paper must be written in English, in electronic form using MS Word. The preferred size of FoM articles is 30 000 – 45 000 characters in the text.

##### 1.1 Layout of the paper

The paper must be prepared on A4-sized sheets, 210 by 297 mm. The text must be typed in a single-column, in Times New Roman 12pt with a 1,15 multiple spacing.

##### 1.2 Section numbering and headings

Section numbering is 1, 2, ... For subsections use numbering like: 1.1, 1.2, ..., 1.1.1, 1.1.2 Do not use deeper hierarchy. Headings of section and subsection should be typed in bold letters.

#### 2 Equations, figures, tables

The number of equation must be placed on the right side, enclosed in parentheses, e.g.:

$$I_i = \nabla(R_x, \dots)_s \quad (14)$$

Figures and tables should be editable - prepared in MS Word and must be placed in the appropriate places in the text. Figures and tables must be described, in order to allow correct interpretation (usage of a legend of symbols, terms, and abbreviations).

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<sup>1</sup> <https://www.aeaweb.org/jel/guide/jel.php?class=G>

Every figure and table should have a caption. Examples of descriptions of the figure and the table: Figure 2. The object and its elements (Source: Afgani, 2010, p.15); Table 1. Classes of resources (Source: Own study / Authors' own research / Own elaboration).

Equations, Figures, and Tables should be cross referred in the text. Examples of references within the text: Figure 2 shows... as can be seen in Table 1.

### 3 Citations

Citations, references, and bibliography should be formatted in Harvard style<sup>2</sup>, for example:

- author's name cited in the text: according to Black (2010, pp.43-56)...; making reference to published work (Black, 2010)...; further research (Black, et al., 2011)...; recent research (Black and White, 2009; Black, 2013) suggests that...
- several works by one author: as suggested by Black (2009; 2011a, 2011b)...

### 4 References

The list of references at the end of the paper is limited to 50 and must be arranged in alphabetical order by authors' last names. If the title of the monograph, chapter, article or conference paper is not in English, the authors must provide the English translation in parentheses after the original title. The list of bibliography must be formatted in Harvard style, for example:

- Monograph:

Poe, V., Klauer, P. and Brobst, S., 1998. *Building a Data Warehouse for Decision Support*. New York: Prentice-Hall Inc.

- Monograph under the editing:

Ansoff, H.I. ed., 1965. *Corporate Strategy*. New York: McGraw-Hill.

- Chapter of the monograph under the editing:

Wilson, D.C., 1992. *Organizational Structures in the Voluntary Sector*. In: J. Batsleer (ed.), C. Cornforth, R. Paton, 1992. *Issues in Voluntary and Non Profit Management*. Wokingham: Addison-Wesley, pp.45-93.

- Article in the journal:

Barney, J., 1986. Organizational culture: can it be a source of sustained competitive advantage? *Academy of Management Journal*, 28(7), pp.56-65.

Ridder, H., McCandless, A., 2008. Influences on the Architecture of Human Resource Management in Nonprofit Organizations: An Analytical Framework. *Nonprofit and Voluntary Sector Quarterly*, 39(1), pp.124-141, <https://doi.org/10.1177/0899764008328182>.

- Conference report:

Krupa, T., Gąsiorkiewicz, L., 2006. IT Strategies in Digital Economy - Selected Problems, Polish Experiences. In: *Int. Conf. Emerging Trends and Challenges in Information Technology Management*. Washington D.C., USA, 21-24 May 2006. Washington: Information Resources Management Association (IRMA), pp.242-246.

- Online newspaper articles:

Chang, C., 2006. When service fails: the role of the salesperson and a customer. *Psychology and Marketing*, 23(3), pp.203-223. [online] Available at: [bin/fulltext?ID=112394878&PLACEBO=IE.pdf&mode=pdf](http://bin/fulltext?ID=112394878&PLACEBO=IE.pdf&mode=pdf) [Accessed 22 August 2012].

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<sup>2</sup> <http://libweb.anglia.ac.uk/referencing/harvard.htm>

- The reference to the monograph or an article in a language other than English:  
Schuster, H.G., 1995. *Chaos deterministyczny. Wprowadzenie (Deterministic Chaos. Introduction)*. Warszawa – Wrocław: Wydawnictwo Naukowe PWN.

## B. PUBLISHING PROCESS

- The publishing process starts with the paper's registration on the Editorial Manager platform (the EM Platform - <https://www.editorialmanager.com/fom>), according to the guidelines provided on the EM Platform. Only one paper (or a conference paper) may be submitted for registration at a time, a collection of papers will not be accepted. The submissions must be made by the Corresponding Author<sup>3</sup>.
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- The Corresponding Author is obliged to propose not less than three and not more than five reviewers, giving their contact details (names, academic titles, workplace, e-mail address). Reviewers should represent various academic and research centers, including in particular foreign universities and internationally recognized research institutes. In justified cases, the Manuscript's Editor may amend the list of reviewers.
- The *Submission Draft* is subject to the formal and substantive assessment by FoM Editor-in-chief, who decides whether the publishing process should be commenced. The Editor-in-chief may decide not to commence the publishing process, especially if the content of the paper is inconsistent with the journal's profile or due to inappropriate content of the Submission Draft.
- After the Submission Draft is positively assessed
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  - research methods or research tools – accuracy,
  - predicted results – important for the science and/or practice,
  - presentation and content organization,
  - abstract – adequate, informative,
  - conclusions – clear, justified,
  - tables, Figures, references (current) – necessary,
  - English.
- If the paper has received at least two positive reviews, the Manuscript's Editor qualifies the paper for editorial purposes, provided that the Contributor pays a base fee. The editorial and publication process consists of the following phases:

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<sup>3</sup> The person responsible for working with the FoM Editorial Team, or, in the case of a multi-author collective, representing the collective of authors, which may comprise no more than 5 persons authorized to be affiliated with a collectively written paper.

- the linguistic review phase, traditionally done according to the rules of American English, the language selected due to the extensive international presence of authors interested in publishing in FoM as an academic journal;
  - editorial works on the paper's text and graphics;
  - a rigorous factual review of the paper by the Corresponding Author and acceptance of the manuscript prepared for publication - it is impossible to correct the manuscript submitted for publication via a digital platform;
  - work undertaken by FoM Publisher to submit the paper for digital publication on the SCIENDO platform.
- If the editorial process is not progressing due to the authors' fault, the FoM Editor-in-chief may withdraw the paper from publication, notifying the Corresponding Author of this fact. In such a case, any paid amounts will not be refunded.
  - The publication process takes approximately 3 months.

### **C. GENERAL NOTICE - ETHICAL STANDARDS**

- A paper may describe original work, discuss a new method or application, or present a survey of recent work in a given field. A paper needs to be a research article. Concepts and underlying principles should be emphasized, with enough background information in order to orient the reader who is not a specialist in the subject. A paper submitted to the Journal should not be published elsewhere.
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  - specify the sources of funding for the research presented in the scientific paper,
  - justify the originality of the research problem,
  - demonstrate the importance of results for the science and practice,
  - justify the methods and tools used in research,
  - summary & conclusions are not the place to introduce new information or complement the material from the previous sections
  - avoid linking to web pages with the unproven and uncertain durability,
  - use footnotes for more precise positioning and presentation of source materials and explaining the concepts belonging to the canon of management sciences,
  - avoid adding unoriginal drawings or results based on simple borrowings from other sources,
  - if necessary, make a professional proofreading of your manuscript.

### **D. STRATEGIC PRINCIPLES**

- FoM Journal publishes research programs and research results in all areas of management.
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  - presenting simulation models, statistical methods, game theory, fuzzy sets and approximate sets, dynamic and object programming, and/or the use of specialized techniques and information systems;
  - theoretical issues and results of research applied in the areas and disciplines of science devoted to the issues of security, civilization and technology in countries with high dynamics of economic and social development;
  - perfect, factual and qualitatively developed results with universal theoretical and praxeological values, including in particular those devoted to modern trends and philosophical paradigms of contemporary management theories.

- FoM Journal prefers articles with an international participation of authors with a transparent formula of funding research and research projects, reviewed by the representatives of highly ranked academic centers and research institutions.
- FoM Journal is reluctant to publish a survey material or material derived from superficially surveyed surveys, based on artificially formulated hypotheses, always true theses, syllogisms, or research questions constructed for an ambitious cause for publication.

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