

Instructions for Authors

Our primary audience is senior executives in business and government, with particular emphasis on those who understand and appreciate systems-oriented perspectives. Our secondary audience is academics with similar perspectives. Since such people will seldom be specialists in the topic of an article, we require the level of writing to be comparable to journals such as *Harvard Business Review* or *Sloan Management Review*. Thus, tables and figures are encouraged, while equations are discouraged. Especially important is an orientation toward helping readers to make use of what is discussed in an article.

All articles should be submitted via email to either of the Editors-in-Chief — Andrew P. Sage (asage@gmu.edu) or William B. Rouse (brouse@ess-advisors.com). If this cannot be done, please send them by mail to one of the co-editors. Authors are encouraged to submit brief proposals — to either of the Editors-in-Chief — for quick assessments of the fit of a proposed contribution to this journal. Submit manuscripts as Microsoft Word files or equivalent. Submit figures as Microsoft PowerPoint files or equivalent. All correspondence with authors will, to the extent possible, be via E-mail. Since it will be necessary for some correspondence to be sent by post or fax, full address particulars for the corresponding author must be provided.

ORGANIZATION OF MANUSCRIPTS

Manuscripts must be written in English. Authors whose native language is not English are encouraged to seek the advice of a native English speaker, if possible, before submitting a manuscript.

Manuscripts should be formatted with wide margins and double spacing throughout, including the abstract, footnotes and references. This will assist in the review process. Every page of the manuscript, including the title page, references, tables, etc., should be numbered on the bottom center. However, in the text no reference should be made to page numbers; if necessary, one may refer to sections. Use bold face and italics formatting sparingly, and underline words that should be in italics if your word processor does not support this. SI units should be used, i.e. the units based on the meter, kilogram, second, etc.

Manuscripts should be organized in the following order:

- Title page
- Introduction
- Body of text (divided by headings & subheadings)
- Conclusion
- Acknowledgements
- References
- Tables
- Figure captions
- Figures

Any information concerning research grants, etc. should be included in the acknowledgement section preceding the references.

HEADINGS & SUBHEADINGS

All headings and subheadings should be left justified and *not* numbered. Top-level headings should be bold and upper case. Subheadings should be bold and “title” case — first letter of each word (except articles) upper case and the other letters lower case. Sub-subheadings should be underlined and title case.

TITLE PAGE

The title page should provide the following information:

- Title (should be clear, descriptive and not too long)
- Name(s) of author(s)
- Full affiliation(s)
- Present address of author(s), if different from affiliation
- Complete correspondence address, including telephone number, fax number, and E-mail.
- Abstract — should be clear, descriptive, self-explanatory and not longer than 150 words. It should also be suitable for publication elsewhere.

TABLES

- Tables should be numbered according to their sequence in the text. The text should include references to all tables.
- Each table should be provided on a separate page of the manuscript. Tables should never be included in the text.
- Each table should have a brief and self-explanatory title.
- Column headings should be brief, but sufficiently explanatory. Standard abbreviations of units of measurement should be added between parentheses.
- Vertical lines should not be used to separate columns. Leave some extra space between the columns instead.
- Any explanations essential to the understanding of the table should be given in footnotes at the bottom of the table.

ILLUSTRATIONS

- Illustrations should be numbered according to their sequence in the text. The text should include references to all illustrations.
- Each illustration should be provided in a separate file. They may be sent imbedded in the electronic text initially but will need to be submitted separately from the text of accepted manuscripts. Final versions of illustrations should preferably be formatted in JPEG, Encapsulated PostScript Format or Microsoft PowerPoint.
- Each illustration should be identified by number, title or caption, and name of the contact author. If it is not clear which is the top and which is the bottom of the illustration, indicate which is which.
- Illustrations should be designed with the format of the page of the journal in mind. They

should be of such a size as to allow a reduction of at least 50%.

- On maps and other illustrations where a scale is needed, use bar scales rather than numerical ones, i.e. do not use scales of the type 1:10,000. This avoids problems if the illustration needs to be reduced.
- Each illustration should have a self-explanatory caption or title. The captions to all illustrations should also be typed on a separate sheet of the manuscript.
- Explanations should be given in the typewritten legend. The text in the illustration itself should be kept to a minimum.
- Photographs are only acceptable if they have good contrast and intensity. Only sharp and glossy original photographs without screen can be satisfactorily reproduced. Reproductions of photographs which have already appeared in print cannot be accepted. All photographs should be electronically scanned by authors such as to produce a JPEG, or other bitmapped, image.
- Color illustrations can be included, provided the additional costs of reproduction in the journal are paid for by the author.

REFERENCES

References should be cited as (Smith, 1982), (Jones & Brown, 1982), and (Green et al., 1982) with semi-colons between multiple references. Reference lists should be alphabetical and conform to the following examples:

- Brown, A.A. (1982). A method for optimizing everything. *Journal of Systems Methods*. 167(4), 417–423.
- Green, B.B., & Green, C.C. (1982). *Meta-systems and their management*. New York: Systems Press.
- Jones, D.D. (1982). Why systems thinking is not a natural act. In E.E. Jones & F.F. Jones (Eds.), *Encyclopedia of Systems Theology* (pp. 12–71). Boston: Essence Publishers.
- Smith, G.G. (1982). A systems study of systems studies (Rep. No. TR-82–131). Rockville, MD: Beltway Consultants.
- White, H.H. (1982). Random thoughts on systems thinking. *Proceedings of the 97th Annual Meeting of the Society of Systems Raconteurs*. 193–194.

FOOTNOTES

- Footnotes should only be used if absolutely essential. In most cases it will be possible to incorporate the information in the text.
- If used, they should be numbered in the text, indicated by superscript numbers and kept as short as possible.

COPYRIGHT

- Authors submitting a manuscript do so on the understanding that if their paper is accepted for publication, copyright of the article, including the right to reproduce the article in all forms and media, shall be assigned exclusively to the Publisher.
- Authors, when quoting from someone else's work or when considering reproducing an

illustration or table from a book or journal article, should make sure that they are not infringing a copyright.

- Although in general authors may quote from other published works, they should obtain permission from the holder of the copyright if they wish to make substantial extracts or to reproduce tables, plates or other illustrations. If the copyright holder is not the author of the quoted or reproduced material, it is recommended that the permission of the author should also be sought.
- Material in unpublished letters and manuscripts is also protected and must not be published unless permission has been obtained.
- Submission of a paper will be interpreted as a statement that the author has obtained all necessary permissions.
- A suitable acknowledgement of any borrowed material must always be made.

PROOFS

- The corresponding author is asked to check the galley proofs. Corrections other than printer's errors, however, should be avoided. Costs arising from such corrections will be billed to the authors.

OFFPRINTS & REPRINTS

- The corresponding author of a contribution to the journal shall be entitled to receive 25 offprints of the paper, free of charge, plus one complimentary copy of the issue. An order form for additional offprints will be provided along with the galley proofs.
- Reprints of articles can be ordered separately. Prices are available upon request from the Publisher, IOS Press, Van Diemenstraat 94, 1013 CN Amsterdam, The Netherlands. Fax: +31 20 620 34 19. E-mail: editorial@iospress.nl