**Title of the article [Times New Roman, 16, bold, sentence case, centred]**

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**Abstract. [Times New Roman, 11, bold, capitalized, justified]** *The content of the abstract should have 150 - 300 words. The Abstract is written with Times New Roman 11, italic. The text is justified and single-spaced (spacing 1). Authors are not allowed to use abbreviations or citations in the abstract. The abstract must include sufficient information for readers to judge the nature and significance of the topic. The abstract should be structured as follows: a) a brief introduction into the topic of the paper; b) an overview of the current state of the scientific literature on the topic; c) a presentation of research methodology and research questions; c) presentation of main results and the implications for the field; d) highlights of the contribution brought by the paper to the field of studies. With respect to the page number, please leave it as it is! [Times New Roman, 11, italic, justified]*

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**Keywords**: **[Times New Roman, 11, bold, capitalized, justified]** keyword1, keyword2, keyword3, keyword4, keyword5. The keywords should be 5-7. They should be listed in decreasing order of importance, and they should be consistent with the title and the abstract. [Times New Roman, 11, no formatting, justified].

[1 enter]

**Introduction [Times New Roman, 14, bold, capitalise first word, justified]**

The first paragraph starts exactly at the left margin – indentation none.

The rest of the paragraphs are written with one tab like this one – indentation 1.27 cm [Times New Roman, 12, no formatting, justified]. Page margins: all margins should be set at 2.5 cm (the template margins are already set to these specifications).

The entire paper will be written using Times New Roman font type, 12 point (except for chapter titles, table titles, figure titles and sources), alignment: justify, line spacing: 1. The paper should have 4000-5000 words. If the paper is selected for publication in the journal “Management & Marketing. Challenges for the Knowledge Society”, it will be extended up to 8000-10000 words, such that at least 40% of the content will be new text. Please use normal capitalization within the text and do not use bold face for emphasis. Italics are acceptable. All headings should use initial capitals only, excepting for use of Acronyms. Do not use multiple columns. Do not include bullet lists or numbered lists unless absolutely necessary. Do not use more than three levels of headings and do not number the headings.

Introduction contains all the necessary ideas to introduce the reader in the topic of the paper and the research performed by the author. It shows the importance of the subject and the approach used by the author in dealing with it. It is necessary for the author to formulate clearly the research question and the main hypotheses considered in this research.

[1 enter]

**Literature review [Times New Roman, 14, bold, capitalise first word only, justified]**

***Subtitle [Times New Roman, 12, bold, Italic, capitalize first word, justified]***

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*Sub-subtitle* *[Times New Roman, 12, Italic, capitalize first word, justified]*

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In this section, the author must provide the necessary background literature for explaining the state-of-the-art in the domain of the present research. The author should consider all significant references and make a synthesis of the different viewpoints expressed by different authors. Also, the author should provide the working definitions of the basic concepts used in the paper, and the main ideas, models or theories found in the literature related to the present research. The literature review should reveal the gap between the extant literature and the new perspective or model presented in the paper.

[1 enter]

**Methodology [Times New Roman, 14, bold, capitalise first word, justified]**

This section contains the research methods used by the author, the main research hypotheses, and the arguments for defining them. The author should explain the qualitative and quantitative methods used and how the research has been designed and performed.

The author should make references to some previous research similar to the present one, if that is the case. Also, the author should mention the software programs used for processing statistical data, if it is the case.

[1 enter]

**Results and discussions**

In this section the author presents the main findings of his/her research. It is important to use critical thinking in order to analyze realistically the results obtained, and how the research hypotheses have been validated or not. Also, it is important to compare results of present research with results obtained in similar research, by using the literature in the domain. If the paper presents a theoretical model or theory, the discussion should be about the way the new conceptual contribution can be applied and how it compares with some similar models or theories.

For a better explanation of the research results the author may use graphical illustrations or tables.

[1 enter]

**Figures and tables**

*Figures* and *tables* should be placed as close to their reference point in the text as possible. All figures and tables must have titles and must be referenced from within the text. Also, all figures and tables must be accompanied by their source (if the illustration is the results of the authors’ own research it should state “Source: Authors’ own research results/contribution”). It is advisable to include color diagrams and pictures to enhance readability.

*Tables* should be self-contained and complement, but not duplicate, information contained in the text. Column headings [Times New Roman, 10, bold]have to be clear and brief and present the units of measurement in parentheses. If the table contains data that has not been generated by the author’s own research, then the source must be cited as in text below the table and also in the reference section. The tables should not be pictures, but in editable format! Any abbreviations used in the column heads or rows must be explained as a note below the table. The content of the table should be written in Times New Roman, 10, no formatting. Tables and images should be referred to in the text, the tables should be formatted as below:

**Table 1. Personality materialism: competing measurement models [Times New Roman, 11, Italic, centred]**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Model** | ***χ2*** | ***df*** | ***p*-value** | **CFI** | **TLI** | **RMSEA** | **SRMR** | **R2** |
| One-factor | 1018.6 | 189 | 0.000 | 0.62 | 0.58 | 0.11 | 0.09 | 20.2 |
| Four-factor | 613.6 | 183 | 0.000 | 0.81 | 0.78 | 0.08 | 0.08 | 47.9 |
| One-factor (parceled) | 49.2 | 14 | 0.000 | 0.96 | 0.94 | 0.09 | 0.03 | 44.7 |

Source: Authors’ own research. [Times New Roman, 10, aligned to the right].

Make sure all the tables have sources!!!

*Figures* represent both drawings and pictures. Their titles have to be self-explanatory and should contain the definitions of any symbols used and all abbreviations and units of measurement should be explained so that the figure and its legend are understandable without reference to the text. An image example is presented in Figure 1. Images must be inserted as picture files (.gif, .jpg, .bmp, .pct, .png, .psd). You may be asked to supply the pictures as separate files.



**Figure 1. Example of figure** **[Times New Roman, 11, bold, centred]**

Source: www.managementmarketing.ro. [Times New Roman, 10, aligned to the right].

[1 enter]

**Conclusion**

A conclusion section is required. Conclusions should provide a synthesis of the main contributions of the paper, discussing the importance of the work, and/or suggest possible applications and extensions of the research. Also, the author should indicate some major limitations of the present research.

[1 enter]

**References**

References should follow the APA referencing style. It is required a strict correspondence between the referenced cited in the text of the paper and the references listed by the end of the paper. That means that in the final list of references there will be written only the works cited in the text of the paper and nothing else. Also, it is important to list only those references for which the author has complete data for their identification. Incomplete references will not be accepted. In the text of the paper, works are cited by indicating the authors and the year of publication, within brackets. For published works with more than two authors, only the first author, followed by et al. and the year of publication will be used.

In the final list of references each work must be written with all the authors. The following are some examples of how to make citations for different works within the text of the paper, and how to write them in the final list of references. References should be aligned to the left.

Tacit knowledge is considered an important strategic resource (Bratianu, 2013; Barnes et al., 2010; Nonaka & Takeuchi, 1995). Metaphors help people understand the concept of knowledge (Andriessen, 2006; Bratianu, 2011a, b). Nonaka and Takeuchi (1995) demonstrate that sharing knowledge is an important mechanism to enhance innovation. Bratianu (2013, p. 211) defines an integrator as “a powerful field of forces able to make interacting different elements. These elements have the properties of connectivity and synergy”.

Andriessen, D. (2006). On the metaphorical nature of intellectual capital: a textual analysis. *Journal of Intellectual Capital*, 7(1), 93-110.

Aldag, R.J., & Stearns, T.M. (1991). *Management* (2nd ed.). Cincinnati, OH: South-Western Publishing.

Barnes, B.R., Leonidou, L.C., Siu, N.Y.M., & Leonidou, C. (2010). Opportunism as the inhibiting trigger for developing long-term-oriented Western exporter - Hong Kong importer relationships. *Journal of International Marketing*, 18(2), 35-64.

Barroso, J.M.D. (2013). Speech by President Barroso on the outcome of the European Council meeting on the Multiannual Financial Framework of 7-8 February 2013. Retrieved from [http://europa.eu/rapid/press-release\_SPEECH-13-130\_en.htm.](http://europa.eu/rapid/press-release_SPEECH-13-130_en.htm) -

Bratianu, C. (2011a). Changing paradigm for knowledge metaphors from dynamics to thermodynamics. *System Research and Behavioral Science*, 28, 160-169.

Bratianu, C. (2011b). A new perspective of the intellectual capital dynamics in organizations. In Vallejo-Alonso, B., Rodriguez-Castellanos, A., Arregui-Ayastuy, G. (Eds.). *Identifying, measuring, and valuing knowledge-based intangible assets: new perspectives* (pp. 1-21). Hershey, PA: IGI Global.

Bratianu, C. (2013). The triple helix of the organizational knowledge. *Management Dynamics in the Knowledge Economy*, 1(2013), 207-220.

Ernst & Young (2011). *The sustainability revolution. Excellence in sustainability reporting awards* *2011.* Retrieved fr[om http://www.ey.com/ZA/en/Services/Specialty-Services/Climate-Change-](http://www.ey.com/ZA/en/Services/Specialty-Services/Climate-Change-) and-Sustainability-Services/2011---ESR---Main-Page.

Nonaka, I., & Takeuchi, H. (1995). *The knowledge-creating company. How Japanese companies create the dynamics of innovation*. Oxford: Oxford University Press.

Secondary references would appear in the text as “Nugus (in Remenyi, 1999, p. 25) …” and only the Remenyi work would be listed at the end of the paper. It is advisable that you keep secondary references to the minimum and reference the original work whenever possible.

For more details and citation generation machine, you may use the following link: http://www.bibme.org/citation-guide/apa/

Please note that submissions not complying with these guidelines will be rejected on formal grounds!