

Chicago Author-Date Style: Text Citations and Reference Lists

The author-date system is used in the physical, natural, and social sciences and recommended for use at GSOM for master thesis writing. Sources are cited in the text (of a thesis, paper, etc.), usually in parentheses (round brackets), by the author's last (family) name, the publication date of the work cited, and a page number if needed. Full details appear in the bibliography – usually titled “References” – at the end of your paper before appendices.

Text citation:

Example

Adizes (2004) presents his approach to management by recognizing that the process is too complicated for any individual to simultaneously perform all of the necessary roles.

Reference-list entry:

Example

Adizes, I. K. 2004. *Management/ mismanagement styles: How to indentify a style and what to do about it*. Santa Barbara, CA: Adizes Institute.

When you use other people's work you may be:

- **Referring to a source** – mentioning the work without giving much information about the content.
- **Paraphrasing** – rephrasing the original ideas or opinions in your own words.
- **Summarising** – writing a short description of the ideas or opinions in your own words but giving your own interpretation of what the source says, rather than a simple rephrasing.
- **Quoting** – using the actual words from the source enclosed in quotation marks.
- **Using statistics or data** from a source, such as financial information or market research.

Some other examples of in-text citations:

Coff (1999) calls attention to the difficulty in assessing the quality of target knowledge and how to blend it with existing acquirer capabilities. He empirically demonstrates it using an analysis of 218 mergers across multiple industries.

Contemporary management literature offers numerous recommendations for managers on how to manage organizational change effectively. Many of these recommendations are based on a planned change model that was formalized several decades ago (Lewin 1951) and still dominates international practically oriented management literature on change (Kotter 1995; Duck 2001). However, a number of recent writers have criticized and challenged its universal applicability (Marshak 1993; Burnes 1996; Hendry 1996; Weick and Quinn 1999).

There were about 21 million people thrown on a job market (U.S. Bureau of the Census 2003, Table 220).

Handling quotations:

Page number for direct quotations

Example

As Haldane and Taylor (2003, 122) clearly point out: "IMF facilities can usefully be used as a kind of insurance policy."

or

Example

Smith (2001, quoted in Jones, 2004, 63) gives a précis of different research philosophies: "Whichever philosophical position taken [...]."

In-Text Parenthetic Citation	Corresponding Reference List Entry
BOOKS	
<p><u>Single author:</u></p> <p>(Grant 2005)</p> <p>For direct quotations the page number is also included:</p> <p>(Sherman 2004, 23-24)</p>	<p>Grant, R. M. 2005. <i>Contemporary strategy analysis</i>. 5th ed. Malden, MA: Blackwell.</p> <p>Sherman, A. J. 2004. <i>Franchising and licensing: Two powerful ways to grow your business in any economy</i>. 3d ed. New York: AMACOM.</p>
<p><u>Authors with the same last name:</u></p> <p>(A. Volkov 1991)</p> <p>(D. Volkov 2006)</p>	<p>Volkov, A. 1991. <i>Sweden: Social-economic model</i>. [In Russian.] Moscow: Mysl'.</p> <p>Volkov, D. L. 2006. <i>Financial accounting: Theory, application, and reporting</i>. [In Russian.] St. Petersburg: Publishing House of St. Petersburg State Univ.</p>
<p><u>Two or three authors:</u></p> <p>(Claw and Baack 2004)</p> <p>(Maher, Stickney, and Well 2006)</p>	<p>Claw, K. E., and D. Baack. 2004. <i>Integrated advertising, promotion, and marketing communications</i>. Upper Saddle River, NJ: Prentice Hall.</p> <p>Maher, M. W., C. P. Stickney, and R. L. Well. 2006. <i>Managerial accounting: An introduction to concepts, methods, and uses</i>. 9th ed. Mason, Ohio: Thomson/South-Western.</p>
<p><u>More than three authors:</u></p> <p>(Allen et al. 2005)</p>	<p>Allen, B. R., E. R. Brownlee II, M. E. Haskins, and L. J. Lynch. 2005. <i>Cases in management accounting and control systems</i>. Upper Saddle River, NJ: Prentice Hall.</p>
<p><u>Organization as author:</u></p>	

(ISO 2001)	International Organization for Standardization. 2001. <i>Information and documentation: Bibliographic references</i> . Ottawa: National Library of Canada. http://www.nlc-bnc.ca/iso/tc46sc9/standard/690-2e.htm .
<p><u>Chapter in a single-author book:</u></p> <p>(Downs 1967, 16-17)</p> <p><u>Chapters or introductions by someone other than the author:</u></p> <p>(Porter 2005)</p> <p><u>Contribution to a multi-author book:</u></p> <p>(Clipson et al. 1995)</p> <p>OR several contributions to the same book:</p> <p>(Sandberg 1995)</p> <p>(Clipson et al. 1995)</p>	<p>Downs, A. 1967. The life cycle of bureaus. In <i>Inside bureaucracy</i>, 5-23. Boston: Little Brown.</p> <p>Porter, M. 2005. The CEO as strategist. In <i>Strategy bites back: It is far more and less, than you ever imagined</i>, by H. Mintzberg, B. Ahjstrand, and J. Lampel. Harlow, England: Prentice Hall FT.</p> <p>Clipson, C., J. Steen, A. Tornquist, and P. Ullmark. 1995. Building for new production concepts. In <i>Enriching production: Perspectives on Volvo's Uddevalla plant as an alternative to lean production</i>, ed. A. Sandberg, 137-156. Aldershot: Avebury.</p> <p>Sandberg, A., ed. 1995. <i>Enriching production: Perspectives on Volvo's Uddevalla plant as an alternative to lean production</i>. Aldershot: Avebury.</p> <p>Clipson, C., J. Steen, A. Tornquist, and P. Ullmark. 1995. Building for new production concepts. In Sandberg 1995, 137-156.</p>
<p><u>Russian authors:</u></p> <p>For books, articles, etc., which were published by Russian authors in English:</p> <p>(Shirokova 2009)</p> <p>For materials that were published in Russian, three citation options are possible:</p>	<p>Shirokova, G. 2009. Organisational life-cycle: The characteristics of development stages in Russian companies created from scratch. <i>Journal for East European Management Studies</i> 14 (1): 65-85.</p>

(Shirokova 2005)	Shirokova, G. V. 2005. <i>Organizational change management</i> . [In Russian.] St. Petersburg: Publishing House of St. Petersburg State Univ.
(Khait, Smolko, and Ageev 1996)	Khait, I., I. Smolko, and S. Ageev. 1996. Management rosta 1996: Opyt uspeshnih rosskiskih promyshlennih predpijatij [Growth management 1996: Experience of successful Russian manufacturing enterprises]. <i>Expert</i> , 3 June.
(Kushelevich and Philonovich 2004)	Kushelevich, E., and G. Philonovich. 2004. <i>Modeli zhiznennyh tsiklov organizatsii</i> . In <i>Management: Vek XX – vek XXI</i> , eds. Oleg S. Vikhanskii and A.M. Naumov. Moscow: Economist.
ARTILES IN PERIODICALS (JOURNALS, MAGAZINES, NEWSPAPERS)	
<u>Article in a journal:</u>	
(Greiner 1998)	Greiner, L. E. 1998. Evolution and revolution as organizations grow. <i>Harvard Business Review</i> 76 (3): 55-68.
(Miller and Friesen 1984)	Miller, D., and P. Friesen. 1984. A longitudinal study of the corporate life cycle. <i>Management Science</i> 30 (10): 1161-83.
<u>Same author, same year:</u>	
(Shirokova 2005a)	Shirokova, G. V. 2005a. Managing stereotypes and organizational life-cycle. [In Russian.] <i>Vestnik of St Petersburg State University: Management Series</i> 8 (2): 76-95.
(Shirokova 2005b)	———. 2005b. Theory O and theory E as organizational change strategies. [In Russian.] <i>Management in Russia and Abroad</i> 1:61-68.
<u>Article in a popular magazine:</u>	
(Lashinsky 2006)	Lashinsky, A. 2006. The Hurd way: How a sales-obsessed CEO rebooted HP. <i>Fortune</i> , April 17.
<u>Newspaper article:</u>	
News items from daily newspapers are rarely listed in a reference list, unless the newspaper is referred to several times and	

<p>(Mitchel and Bruni 2001)</p> <p><u>Unsigned articles:</u></p> <p>(New York Times 2002)</p>	<p>constitutes a substantial part of the documentation. If the newspaper citation needs to be included in the reference list, follow this model:</p> <p>Mitchell, A., and F. Bruni. 2001. Scars still raw, Bush clashes with McCain. <i>New York Times</i>, March 25.</p> <p>New York Times. 2002. In Texas, ad heats up race governor. July 30.</p>
<p><u>Article from a full-text database:</u></p> <p>(Kazanjian 1988)</p>	<p>Kazanjian, R. K. 1988. Relation of dominant problems to stages of growth in technology-based new ventures. <i>Academy of Management Journal</i> 31 (2): 257-279. Retrieved from EBSCO.</p>
<p><u>Public documents:</u></p> <p>(U.S. Senate Committee 1956, 9-10)</p>	<p>U.S. Congress. Senate. Committee on Foreign Relations. 1956. The Mutual Security Act of 1956. 84th Cong., 2d sess. S.Rep. 2273.</p>
<p><u>Online newspapers, news services:</u></p> <p>(Mitchell and Bruni 2001)</p> <p>(Satel 2003)</p> <p>(Reuters 2001)</p> <p>(Stenger 1999)</p>	<p>Mitchell, A., and F. Bruni. 2001. Scars still raw, Bush clashes with McCain. <i>New York Times</i>, March 25. http://www.nytimes.com/2001/03/25/politics/25VCCA.html (accessed January 2, 2002).</p> <p>Satel, S. 2003. OxyContin half-truths can cause suffering. <i>USA Today</i>, October 27. Retrieved from EBSCO.</p> <p>Reuters. 2001. Russian blasts kill 21, injure more than 140. <i>Yahoo! News</i>, March 24. http://dailynews.yahoo.com (accessed December 20, 2007).</p> <p>Stenger, R. 1999. Tiny human ... <i>CNN.com</i>, December 20. http://www.cnn.com/1999/TECH... (accessed July 12, 2008).</p>
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<p><u>Papers presented at meetings:</u></p> <p>(O'Brien 1987)</p>	<p>O'Brien, T. C. 1987. Touching greatness: Some aspects of.... Paper presented at the annual meeting of the American Psychological Association, New York.</p>
<p><u>Working papers and other unpublished works:</u></p> <p>(Ferber 1971)</p>	<p>Ferber, R. 1971. Family decision-making and economic behavior. Faculty Working Paper 35, College of Commerce and Business Administration, Univ. of Illinois at Urbana-Champaign.</p>

A Sample Reference List

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- . 2005b. Managing stereotypes and organizational life-cycle. [In Russian.] *Vestnik of St Petersburg State University: Management Series* 8 (2): 76-95.
- Stenger, R. 1999. Tiny human ... , December 20. <http://www.cnn.com/1999/TECH...> (accessed July 12, 2008).

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- alphabetical listing of all works cited within the body of your thesis,
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- spacing,
- indent, and proper use of *italics*, capitalization and punctuation marks!

Sources:

Andreeva, T.E. 2008. Can organizational change be planned and controlled? Evidence from Russian companies. *Human Resource Development International* 11 (2): 119-134.

The Chicago manual of style. 2003. 15th ed. Chicago and London: The University of Chicago Press.

Skills for Learning, Leeds Metropolitan University. 2009. Quote, unquote: A Guide to Harvard Referencing. <http://skillsforlearning.leedsmet.ac.uk/>

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