

REFERENCES AND CITATIONS.

Study Guide

» INTRODUCTION

The aim of a citation is to provide enough bibliographic information for the reader to be able to identify and, if necessary, obtain the original resource. Complete, correct and consistent citations are therefore very important. You may reference a wide variety of resources in your assignment, including books, e-journal articles, checklists and websites.

By using citations and references, you acknowledge the work of others and show how their ideas have contributed to your own work. It is also a way of demonstrating that you have read and understood key texts relating to the area you are writing about.

The terms reference list and bibliography are usually used interchangeably, although strictly speaking, a bibliography refers to all the reading you have undertaken for your assignment, not just the work you have referred to in your writing. The terms reference and citation are also often used to refer to the same thing although a citation tends to mean the part of the text within your assignment where you acknowledge the source; whilst a reference usually refers to the full bibliographic information at the end.

» THE BASICS

When you quote from, or refer to, another source of information in your assignment, you must provide a citation to it, which then leads to a reference giving the full details of the resource. You will end up with:

- › a citation within the text
- › a reference in the bibliography or reference list at or near the end of the assignment.

There are two main systems used in the United Kingdom: the Harvard system (sometimes referred to as the Author-Date system) and the British Standard (Numeric) system. Descriptions of these systems are provided below, together with examples of their use.

There are two main rules for quotations, whichever system you use.

- › If you are quoting something that is up to three lines in length then you can generally incorporate this directly into the body of your text; anything longer should be indented in its own paragraph.
- › If you need to include any words of your own to help make sense of the quotation, make sure they appear in square brackets to make it clear that these are not part of the quote itself. For example:

“That [moving] line established the efficiency of the method and we now use it everywhere.”

The main difference between the two referencing systems is that they have different ways of referencing within the text. In terms of the reference list at the end of the document however, they are very similar with just a few minor differences.

In text citation

Within the text of an assignment, the Harvard system requires that the author's surname is mentioned with the date of publication of the item. This applies where a direct quote is given:

“Organization design is more often than not assumed to be the organization structure.” Stanford (2014, p7)

or where the work is referred to:

...assumptions around organisation design have recently been challenged (Stanford 2014), to the extent that...

When more than one publication by the same author, published in the same year, is cited, then lower case letters are used to differentiate the items i.e. (2014a), (2014b). For example:

"Organization design is more often than not assumed to be the organization structure." Stanford (2014a, p7)

In cases where more than two authors are responsible for a publication the first author's name is stated, followed by the term 'et al' (in italics) and the date of publication. For example:

Stanford *et al* (2014) concluded that...

Whichever referencing system you use, you need to include the page number after the year of publication if it is a direct quotation.

Bibliography

In the bibliography at the end of the assignment, the items are listed alphabetically by the author's name. If an author has been acknowledged more than once, with different publication dates, then the items are listed in chronological order with the earliest item being listed first. The lower case letters used to differentiate publications in the same year are also included in alphabetical order.

The information required for books and journal articles using the Harvard system is as follows in the examples below.

Books

Author's surname and initials (Year of publication) *Title* (in italics). Edition (if not the first). Place of publication: Publisher.

- › **Example:** Stanford, N. (2014) *Organization design*. 2nd ed. Abingdon: Routledge.

Chapters or contributions in a book

Contributor's surname and initials (Year of publication) Book chapter title. 'In:' Author/editor of the publication surname, initials. *Title of book*. Edition (if not the first). Place of publication: Publisher, Page number/s of the contribution.

- › **Example:** Coffey, B. S. and Anderson, S. E. (2013) Leadership at the edge of the summit. In: Giannantonio, C. M. and Hurley-Hanson, A. E., eds., *Extreme leadership*. 3rd ed. Cheltenham: Edward Elgar, pp. 72-82.

If you are referring to several page numbers, you need to precede the page numbers with 'pp.' rather than 'p'.

Journal articles

Author's surname and initials (Year of publication) Title of article. *Title of journal* (in italics), Volume number (Part number in brackets), Page number/s.

- › **Example:** Nunes, P. F. et al, (2013) Converting the nonstop customer into a loyal customer. *Strategy and Leadership*, 41 (5), pp. 48-53.

For references to e-journal articles, see 'Referencing online sources' below.

Example bibliography using the Harvard System

Chartered Management Institute (2014) *Managing for diversity*. CMI management checklist 152 [Online]. Available from: <http://mde.managers.org.uk/members/htmlviewer.aspx?id=1103500> [Accessed 25 August 2016].

Coffey, B. S. and Anderson, S. E. (2013) Leadership at the edge of the summit. In: Giannantonio, C. M. and Hurley-Hanson, A. E., eds., *Extreme leadership*. Cheltenham: Edward Elgar, pp. 72-82.

Greer, M. (2013) *How to survive family projects: 5 PM best practices* [Online]. Available from: <http://michaelgreer.biz/?p=4869> [Accessed 30 April 2016].

Nunes, P. F. et al (2013) Converting the nonstop customer into a loyal customer. *Strategy and Leadership*, 41 (5), pp. 48-53.

Stanford, N. (2014) *Organization design*, 2nd ed., Abingdon: Routledge.



BRITISH STANDARD (NUMERIC) SYSTEM

In text citation

Within the text of a report or essay the citation is assigned a number which runs consecutively. This applies where a direct quotation is given:

“Organization design is more often than not assumed to be the organization structure.” (1, p7)

or where the work is referred to:

...assumptions around organisation design have recently been challenged (1), to the extent that...

Note that the first example also includes a page number as it is a direct quotation.

Bibliography

In your main bibliography, the references should appear sequentially in the order in which they appeared in the text.

The format of references in the numeric system is largely the same as in the Harvard system. However, the date should be near the end of the reference, rather than after the author's name.

As with Harvard referencing, if you are referring to several page numbers, you need to precede the page numbers with 'pp.' rather than 'p'.

Example bibliography using the British Standard (Numeric) System

1. Stanford, N., *Organization design*, 2nd ed., Abingdon: Routledge, 2014.
2. Coffey, B. S. and Anderson, S. E., Leadership at the edge of the summit. In: Giannantonio, C. M. and Hurley-Hanson, A. E., eds., *Extreme leadership*. Cheltenham: Edward Elgar, 2013, pp. 72-82.
3. Greer, M., *How to survive family projects: 5 PM best practices* [Online]. 2013. Available from: <http://michaelgreer.biz/?p=4869> [Accessed 30 April 2016].
4. Nunes, P. F. et al., Converting the nonstop customer into a loyal customer. *Strategy and Leadership*, 41 (5), pp. 48-53.
5. Chartered Management Institute, *Managing for diversity*. CMI management checklist 152 [Online], 2014. Available from: <http://mde.managers.org.uk/members/htmlviewer.aspx?id=1103500> [Accessed 25 August 2016].

Repeat citations

There are some commonly used conventions with the British Standard system for citing references which have occurred more than once in a chapter or section. These are:

- › Ibid. - used when the same reference from the same source is cited consecutively. For example:
 1. Stanford, N., *Organization design*. 2nd ed. Abingdon: Routledge, 2014.
 2. Ibid.
 3. Ibid.
- › Op cit. - used to refer to the same work last cited for the author. For example:
 1. Stanford, N., *Organization design*. 2nd ed. Abingdon: Routledge, 2014.
 2. Coffey, B. S. and Anderson, S. E., Leadership at the edge of the summit. In: Giannantonio, C. M. and Hurley-Hanson, A. E., eds, *Extreme leadership*. Cheltenham: Edward Elgar, 2013, pp. 72-82.
 3. Stanford, N. Op cit.



REFERENCING ONLINE SOURCES

Referencing online resources is not very different from referencing print materials. The aim is to offer readers enough information so that they can locate the information that you are citing. The examples below are in Harvard style.

- › Use the year of publication, or the most recent update
- › Where no publication date is available use n.d. (no date)
- › If no author is mentioned, use the organisation behind the website, or the website's title, in place of this.

Web pages and online documents

Author's surname and initials or organisation (Year of publication or last update) *Title*. [Online] Available from: URL [Accessed date].

- › **Examples:** Healthy Working Lives (2013) *Introducing health risks at work* [Online]. Available from: <http://www.healthyworkinglives.com/advice/HRatW/introducing> [Accessed 11 August 2016].

Greer, M. (2013) *How to survive family projects: 5 PM best practices* [Online]. Available from: <http://michaelgreer.biz/?p=4869> [Accessed 30 April 2016].

Online forum, discussion group, or blog post

Author's surname and initials (Year) Title of the posting. Day and month posted. *Title of the site* [Weblog]. Available from: URL [Accessed date].

- › **Example:** Ulrich, D. and Allen, J. (2016) *Private equity's new phase*. 9 August. *Harvard Business Review* [Weblog]. Available from: <https://hbr.org/2016/08/private-equitys-new-phase> [Accessed 11 August 2016].

Online images, infographics or videos

Author's surname and initials or organisation (Year) *Title/description* [Format]. Available from: URL [Accessed date].

- › **Example:** Rios, A. (2013) *The top 10 project planning pitfalls* [Infographic]. Available from: <http://visual.ly/top-10-project-planning-pitfalls> [Accessed 9 Sept 2015].

Social media

There is considerable variation in the way that social media posts and pages are cited, with no method universally agreed upon. To cite and reference from social media you need to provide enough information for readers to be able to access the information, for as long as it is available. Generally this will include the author or user name, date, text of the post or title of the page, the type of post in square brackets (e.g. [Facebook] or [Twitter]), the retrieval date and the URL. Some posts may not be publicly accessible (for example they are in a private group); if this is the case it should be noted.

Twitter

Author's surname and initials or organisation (Year) *Full text of tweet* [Twitter]. Day and month tweet posted. Available from: URL [Accessed date].

- › **Example:** Grant, A. (2016) *You have a to-do list, but do you have a never-to-do list? Write down the choices that would compromise your values* [Twitter] 2 June. Available from: <https://twitter.com/AdamMGrant/status/738343925530796033> [Accessed 3 June 2016].

Facebook

Username or group name (Year) *Text of post (including any URLs within it)* [Facebook]. Day and month posted. Available from: URL [Accessed date].

- › **Example:** Chartered Management Institute (2016) *Only 36% of managers felt they dealt with the emotional impact of a crisis well: <http://bit.ly/1rtm5bA>* [Facebook]. 11 August 2016. Available from: <https://www.facebook.com/bettermanagers> [15 August 2016].

E-books

Surname and initial(s) (Year) *Title* [Online]. Edition (if not the first) Place of publication: Publisher. Available from: URL [Accessed date].

- › **Example:** Hill, P. (2013) *Pricing for profit* [Online]. London: Kogan Page. Available from: <http://lib.mylibrary.com/Open.aspx?id=499966> [Accessed 30 April 2014].

E-journals

Surname and initials (Year) Title of article. *Title of journal* [Online]. Volume number (Part number in brackets), Page number/s. Available from: URL. [Accessed date].

- › **Example:** Zenger, T. (2013) Strategy: the uniqueness challenge. *Harvard Business Review* [Online]. 91 (11), pp52-58. Available from: <https://search.ebscohost.com/login.aspx?direct=true&AuthType=url,ip,cookie,uid&db=bch&AN=91571407&site=ehost-live> [Accessed 30 April 2014].

CMI documents e.g. checklists

Chartered Management Institute (Year) Title [Online]. Year of publication. Available from: URL. [Accessed date].

Example: Chartered Management Institute (2014) *Managing for diversity*. CMI management checklist 152 [Online]. Available from: <http://mde.managers.org.uk/members/htmlviewer.aspx?id=1103500> [Accessed 25 August 2016].

» **ADDITIONAL RESOURCES**

BOOKS

How to cite, reference and avoid plagiarism at university, Kathleen McMillan and Jonathan Weyers
Harlow: Pearson Education, 2013
This book is available as an [e-book](#).

Cite them right: the essential referencing guide, 9th ed., Richard Pears and Graham Shields
Basingstoke: Palgrave Macmillan, 2013

Referencing and understanding plagiarism, Kate Williams and Jude Carroll
Basingstoke: Palgrave Macmillan, 2009

This is a selection of books available for loan to members from CMI's Management Library. More information at www.managers.org.uk/library

For more information on any aspect of study skills contact Content Support on 01536 207400 or email ask@managers.org.uk

» **MORE INFORMATION**

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