



Referencing Hand-out (2017)

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Referencing Hand-out

Introduction

This hand-out provides a short summary of several relevant publications on referencing, plagiarism and preparing a reference list. It builds on the website accompanying the book *Skill Sheets* (Van Tulder, 2012), supplemented with information from the university library's information skills course and the EUR's *Fraud and Plagiarism* brochure.

For additional information, see:

- 1) <http://www.eur.nl/ub/nl/trainingsupportportal/trainingsupportsearch/trainingsupportdetail/?view=showDetailed&id=177&q=citation>
- 2) http://www.eur.nl/english/eur/publications/cheating_and_plagiarism/ The guidelines in this document serve as a guide for bachelor and master students at the RSM.

What is meant by referencing?

Whether you are doing a shadow assignment for the Introduction to Business course, an assignment for Strategic Business Plan or are working on your bachelor or master thesis, you always have to show where you obtained facts, ideas and insights. This is why referencing is one of the basic skills of academic writing.

What does this mean? You should include references to the sources you use in your written text. Then, at the end of your report, you should include a complete list of these sources (also referred to as a *bibliography* or *reference list*). All sources referred to must be included in the reference list, and all sources included in the reference list must be cited in the text. Combined, this is called referencing.

Why should you reference?

Why should you use sources to write a text, and why should you do your best to show this explicitly to your readers? Referencing serves a number of different purposes:

1. You use sources to show your readers that you have substantiated your reasoning with previously published facts, ideas and insights. In doing so, you not only increase the persuasiveness of a text. In fact, this is the best way to show your readers that you put a lot of effort into it.
2. You state your sources explicitly so that your readers can verify the sources. In doing so, you increase the reliability of your text.
3. You avoid plagiarism! If you use sources but fail to mention this, you will create the impression that all the ideas and insights in your text, and the words you used to express them, are entirely your own (see the section "Concrete example: Making use of sources and avoiding plagiarism" at the end of this document for a more detailed explanation). Plagiarism is therefore



considered to be a form of fraud; stealing someone else's work. Being accused of plagiarism is a serious matter that can have consequences for your academic progress.

When and how often?

You should refer to sources when you support your reasoning with facts, ideas and insights that are not common knowledge, and also when you copy text word-for-word. For example, you do not have to provide a source reference when you point out that the sun rises in the East. However, you **do** have to provide one when you point out that the middle line forms a link between an organisation's operating core and strategic apex (Mintzberg 1993). This also applies if you wish to refer to the fact that Philips has implemented a new strategy, aiming "to create a focused and globally leading health and well-being company" (Philips 2011: 13).

You are allowed to copy parts of someone else's text word for word, as long as you make it clear **that** the text was copied word-for-word (by using quotation marks, see the citation from the Philips annual report in the preceding sentence), and as long as it is clear **from what source** this text was taken. However, bear in mind that you should only use someone else's text to **support** your own work. If an assignment, essay or thesis merely consists of a series of literal quotes, it may, even when the correct source references are provided, be rejected on the grounds that it does not represent your own work or meaningful contribution. You should therefore make it clear what your own contribution or line of reasoning is, and that your contribution is **sufficiently significant** in relation to someone else's work.

Reference Styles

Various academic disciplines use different reference styles (see:

<http://www.eur.nl/ub/nl/trainingsupportportal/trainingsupportsearch/trainingsupportdetail/?view=showDetailed&id=177&q=citation> for an overview).

In the field of business studies we use variants of the Harvard style are used, where a short source reference is used in the text and a full reference is included in the bibliography. These variants largely concern differences in the elements of the bibliography, the order of these elements, and the way these elements should be represented.

A single variant of the Harvard style has been completely formulated in this hand-out. You can use this during your Business Administration course. This does mean that another variant might be used, provided that it is applied correctly and consistently.



Including Source References

If you include a reference to the work of another author or a group of authors, state the surname(s) of the author(s) and the year of publication of the document you consulted in brackets at the end of the sentence **followed** by a full stop, as in this example (Mintzberg 1993). Van Tulder (2012) also explained that if the **author(s)** has/have already been named in your sentence, you only have to state the year of publication in brackets (as in this sentence).

If you refer to a particular section on a certain page or pages of a publication (e.g. a line of reasoning), or if you **paraphrase** this text, you should state the page number(s) concerned in the source reference. State the page number(s) after the year of publication followed by a colon and a space, as in this example (Mintzberg 1994: 34). If the piece of text covers several pages, the source reference should be provided as such (Mintzberg 1994: 34-36).

Moreover, you should always put texts **literally quoted** in quotation marks (e.g. the example of Philips, which aims “to create a focused and globally leading health and well-being company” (Philips 2011: 13).

A few specific instructions and exceptions are given below.

- If there are **two authors**, always specify both names (Bass and Avolio 1990).
- If there are **three or more authors**, the abbreviation ‘et al.’ stands for *et alii* (and others). The names of all the authors should be specified in the bibliography (Volberda et al. 2001).
- Separate **several references** at the end of a sentence by a semicolon and space. These names should be placed in alphabetical order (Inglehart 1997; Porter 1985).
- If you are using **several sources by the same** author from the same year of publication, you should indicate this by inserting a letter after the year of publication: (Blake 1964a) and, and further on, (Blake 1964b).
- The first letter of surnames should be written in capital letters. This also applies to prefixes common in the Dutch language, such as “Van” and “De” (Van Tulder 2012). A prefix should therefore always come before the surname proper. Different rules apply to prefixes in the bibliography. See the section on preparing a bibliography for this.
- In case of references to **anonymous sources**:
 - *Newspapers or magazines*: state the source, followed by the complete date, in the same order as the original source (Sunday Times 4 April 1999).
 - *Publications by institutes or organisations (annual reports)*: use the name of the institute or organisation, as in previous examples (Philips 2011).
- Do not refer to readers. Refer only sparingly to lecture sheets. It is better to look up the original sources included or discussed in these educational materials. If you do refer to lecture sheets, use the following example:



- *In the lecture on Object Orientation on december 12 2002, Jos van Hilligersberg includes several statements on sheet 20 that you would like to include in your paper, but the original source is missing. Use the following in text citation: (Van Hillegersberg 2002: 20)*
- A reference to a web page should be made in the following manner:
 - If the identity of an author is known, you should provide a reference just like you do for a book or article (Smet 2009). The way to include the source in the bibliography is discussed in the next section.
 - If the identity of an author is not known (anonymous source), you should refer to the title of the web page. By way of illustration, this sentence includes a reference to the Wikipedia page on business schools (Business School n.d.). The “n.d.” stands for “no date”.



Preparing a Bibliography

All sources should be included at the end of the text of your assignment, essay or thesis in a list (**before** any appendices). This bibliography (also referred to as a reference list) provides your readers with all the information they need to look up the sources themselves. You should therefore include the complete reference in the bibliography, as will be explained later on in this chapter. Since all the information can be found in this list, it is sufficient to provide a short source reference in the text, as set out above. The most important rule with regard to preparing a bibliography is therefore:

A reference in the text should be matched by a reference in the bibliography; a reference in the bibliography should be matched by a reference in the text!

All sources should be listed alphabetically by author name. It is therefore important to take account of the language used for your assignment, since the English language does not deal with prefixes in the same way the Dutch language does. In a Dutch-language bibliography, a prefix should follow the surname:

Tulder, R. van (2012) *Skill Sheets: An Integrated Approach to Research, Study and Management*, Amsterdam: Pearson Benelux.

Surnames do not take prefixes in the English language; by this reasoning, *Van Tulder's* surname simply starts with a *V*. The above reference should therefore be represented as follows in an English-language bibliography:

Van Tulder, R (2012) *Skill Sheets: An Integrated Approach to Research, Study and Management*, Amsterdam: Pearson Benelux.

In case of a reference in a text, a prefix should come first, both in Dutch and English (Van Tulder 2012).

A short overview with examples of the main types of references is given below.

Book Tulder, R. van (2012) *Skill Sheets: An Integrated Approach to Research, Study and Management* (2nd edition). Amsterdam: Pearson Benelux.

Chapter in a Collection of Works Mintzberg, H. (2001) 'Thoughts on schools', in H.W. Volberda and T. Elfring, T. (eds) *Rethinking Strategy*, pp. 41-42. London: Sage Publications.



Article

If there is one author:

Powell, T.C. (1992) 'Strategic planning as competitive advantage', *Strategic Management Journal* 13(2): 551-558.

If there are two authors:

Vermeulen, L. and H.G. Schmidt (2008) 'Learning Environment, Learning Process, Academic Outcomes and Career Success of University Graduates', *Studies in Higher Education* 33(4): 431-51.

If you are using several sources by the same author from the same year of publication, you should indicate this by inserting a letter after the year of publication:

Blake, D. (1964a) 'Much Fuzz about Nothing', *Journal of Illusionary Management* 28(3): 401-414.

Blake, D. (1964b) 'All Management Problems are Solved', *Journal of Overoptimistic Management* 2(1): 223-236.

(This rule also applies to other documents (e.g. books, annual reports) and webpages.)

Annual Report

Royal Philips Electronics (2013) *2013 Annual Report*.

Newspaper Article

Hall, W. (2002) 'Credit Suisse loss worse than expected', *The Financial Times* 14 August 2002, p. 1.

Newspaper Article (author unknown)

Sunday Times (1999) 'Tax-free savings push', 4 April 1999, p. 3.

Web page (document or article)

Smet, P. (2009) 'Beleidsnota onderwijs 2009-2014: onderwijs, samen grenzen verleggen voor elk talent'. Accessed on 22 September 2010 on <http://www.vlaanderen.be>.

(Since the content of a website may change, you should always specify the date on which you consulted the source as well.)



Web page 'Business school' (n.d.) Accessed on 12 June 2014 on
(author and/ http://en.wikipedia.org/Business_school.
or title
unknown) 'Philips governance' (n.d.) Accessed on 5 October 2010 on
<http://www.philips.com/a-w/about/investor/governance.html>

((n.d.) stands for "no date" here, i.e. date unknown)

- Please be as specific as possible in stating the internet source in your bibliography (as in the 'Philips governance' example, 'www.philips.com' is not sufficient here)
- When quoting an article published in an electronic journal or electronic newspaper, please use the reference style for journals and newspapers and do not provide a web address (URL)
- You should include annual reports and newspaper articles whose author is unknown in your bibliography. You should include internet sources on a separate list, which should come after this bibliography.

For more examples, go to:

<http://www.eur.nl/ub/nl/trainingsupportportal/trainingsupportsearch/trainingsupportdetail/?view=showDetailed&id=177&q=citation>



Example A: Making use of sources and avoiding plagiarism

Consider the passage below, which was taken from p. 13 of the Philips 2010 Annual Review. The reference to this source should be included in the text as follows: (Philips 2011: 13). The reference should be included in the bibliography as follows:

Royal Philips Electronics (2011), *2010 Annual Review*.

In 2007, Philips launched Vision 2010: a strategy to create a focused and globally leading health and well-being company. With a clear idea of many of the longer-term challenges our world faces, from aging populations to the need for efficient energy usage, we set out to round off the transformation of our company from a high-volume electronics group to a focused, market-driven global player in healthcare, lighting and lifestyle – businesses in which many of today’s key challenges intersect.

Example 1.

In early 2011 Philips described its strategy as one “to create a focused and globally leading health and well-being company. With a clear idea of many of the longer-term challenges our world faces, from ageing population to the need to for efficient energy use, we set out to round off the transformation of our company from a high-volume electronics group to a focused, market-driven global player in healthcare, lighting and lifestyle – businesses in which many of today’s key challenges intersect” (Philips 2011: 13). This report deals with the question how successful this strategy has been to date.

This is a proper way to reference. Because quotation marks were used, it is clear that this concerns a literal quote. A reference to the source was included, whereby the relevant page number is also included. Incidentally, the literal quote is markedly long.



Example 2.

In 2007, Philips redefined its strategy in the form of “Vision 2010”. In this document, the company elected to focus from that point onwards on two promising sectors, i.e. the health and well-being sectors, which not only encompass healthcare, but also lighting and “lifestyle”. In this vision, a prominent position is no longer given to the usual consumer electronics. (Philips 2011: 13).

This is a proper way to reference. Because an entire passage from the annual report has clearly been reworded, no quotation marks have to be used. Since this concerns a paraphrase, the page number of the source has been included.

In 2007, Philips launched Vision 2010: a strategy to create a focused and globally leading health and well-being company. With a clear idea of many of the longer-term challenges our world faces, from aging populations to the need for efficient energy usage, we set out to round off the transformation of our company from a high-volume electronics group to a focused, market-driven global player in healthcare, lighting and lifestyle – businesses in which many of today’s key challenges intersect.

Example 3.

In 2007, Philips launched Vision 2010, a strategy to create a focused and globally leading health and well-being company. With a clear idea of many of the longer-term challenges our world faces, from ageing population to the need to for efficient energy use, we set out to round off the transformation of our company from a high-volume electronics group to a focused, market-driven global player in healthcare, lighting and lifestyle – businesses in which many of today’s key challenges intersect.

Because the passage was not put in quotation marks, it is not clear that this text was written by someone else. Moreover, because there is no source reference, the source cannot be traced. This is a (very clear) case of plagiarism.



Example 4.

“In 2007, Philips launched Vision 2010, a strategy to create a focused and globally leading health and well-being company. With a clear idea of many of the longer-term challenges our world faces, from ageing population to the need to for efficient energy use, we set out to round off the transformation of our company from a high-volume electronics group to a focused, market-driven global player in healthcare, lighting and lifestyle – businesses in which many of today’s key challenges intersect.”

Although the passage has been put in quotation marks, there is no source reference. This is a form of plagiarism.

In 2007, Philips launched Vision 2010: a strategy to create a focused and globally leading health and well-being company. With a clear idea of many of the longer-term challenges our world faces, from aging populations to the need for efficient energy usage, we set out to round off the transformation of our company from a high-volume electronics group to a focused, market-driven global player in healthcare, lighting and lifestyle – businesses in which many of today’s key challenges intersect.

Example 5.

In 2007, Philips launched Vision 2010, a strategy to create a focused and globally leading health and well-being company. With a clear idea of many of the longer-term challenges our world faces, from ageing population to the need to for efficient energy use, we set out to round off the transformation of our company from a high-volume electronics group to a focused, market-driven global player in healthcare, lighting and lifestyle – businesses in which many of today’s key challenges intersect.

(Philips 2011: 13).

In 2007, Philips launched Vision 2010: a strategy to create a focused and globally leading health and well-being company. With a clear idea of many of the longer-term challenges our world faces, from aging populations to the need for efficient energy usage, we set out to round off the transformation of our company from a high-volume electronics group to a focused, market-driven global player in healthcare, lighting and lifestyle – businesses in which many of today’s key challenges intersect.

Because the passage was not put in quotation marks, it is not clear that this text was written by someone else. Even though the correct reference makes it possible to trace the source, this is still a clear case of plagiarism.

Example 6.

In 2007, Philips launched Vision 2010, a strategy to create a focused and globally leading health and well-being company. With a clear idea of many of the longer-term challenges *the* world faces, from ageing population to the need to for efficient energy use, *Philips* set out to round off the transformation of *itself* from a high-volume electronics group to a focused, market-driven global player in healthcare, lighting and lifestyle – businesses in which many of today’s key challenges intersect (Philips 2011: 13).

The writer changed the passage marginally (the words that were changed have been italicized above). The writer avoids the use of quotation marks and creates the impression that the text was not copied word-for-word. Even though the correct reference makes it possible to trace the source, this is a clear case of plagiarism.



Example 7.

In 2007, Philips launched Vision 2010, a strategy to create a focused and globally leading health and well-being company. *Philips launched this vision by transforming itself* from a high-volume electronics group to a focused, market-driven global player in healthcare, lighting and lifestyle – businesses in which many of today’s key challenges intersect. (Philips 2011: 13).

The writer also changed the passage marginally here. A small part has been omitted, and the italicized words are different. The writer avoids the use of quotation marks, creating the impression that the text was not copied word-for-word. Even though the correct reference makes it possible to trace the source, this is a clear case of plagiarism.



Example B: Making use of sources and avoiding plagiarism

Consider the passage below, which was taken from an article on female board representation by Chen and colleagues that was published in *Strategic Management Journal* in 2016.

The reference to this source should be included in the text as follows: (Chen, Crossland, and Huang 2016: 304)

The reference should be included in the bibliography as follows:

Chen, G., Crossland, C. and Huang, S. (2016), 'Female board representation and corporate acquisition intensity', *Strategic Management Journal* 37: 303–313.

One area of ongoing debate in the literature is whether female and male directors differ systematically in terms of underlying personality characteristics, preferences, and cognitions. For instance, in the general population, meta-analytic reviews (Byrnes, Miller, and Schafer, 1999) and cumulative evidence from economic experiments (Croson and Gneezy, 2009) suggest that men are significantly more likely than women to engage in risk-taking behavior. However, extrapolating this finding—or findings related to other possible gender differences in personality (Barber and Odean, 2001)—to a senior leadership population is problematic for several reasons. First, researchers have argued that the effect of gender on risk taking remains heavily contingent on the nature of the task being examined and the context within which risk taking is evaluated (e.g., Holt and Laury, 2002; Schubert et al., 1999). Second, and more importantly, although there is some evidence that male and female leaders may be associated with different behavioral patterns (e.g., Huang and Kisgen, 2013), the small number of survey-based studies in this area provide little support for the claim that female directors are significantly more risk-averse than male directors (Adams and Funk, 2012; Graham, Harvey, and Puri, 2013).

Preliminary remark

Obviously, given the fact that this paragraph reports findings from other literature, it makes no sense to quote this paragraph literally in your assignment, even when using quotation marks and when correctly referring to Chen, Crossland, and Huang (2016) as the source.

Example 1.

There is little evidence in the literature that gender significantly explains differences in risk-taking among firm directors (for a review of this literature, see Chen, Crossland, and Huang 2016: 304).

This is a proper way to refer to the study. The text presents the general insight provided by Chen, Crossland, and Huang (2016) in a concise way. It is not needed to refer here to the



studies cited by Chen, Crossland, and Huang (2016), since the reader can trace the source to assess which literature Chen, Crossland, and Huang (2016) have consulted. Of course, you can read these studies yourself and discuss their findings more in detail in your assignment, with a proper reference.

Example 2.

One area of ongoing debate in the literature is whether female and male directors differ systematically in terms of underlying personality characteristics, preferences, and cognitions. For instance, in the general population, meta-analytic reviews (Byrnes, Miller, and Schafer, 1999) and cumulative evidence from economic experiments (Croson and Gneezy, 2009) suggest that men are significantly more likely than women to engage in risk-taking behavior. However, extrapolating this finding—or findings related to other possible gender differences in personality (Barber and Odean, 2001)—to a senior leadership population is problematic for several reasons. First, researchers have argued that the effect of gender on risk taking remains heavily contingent on the nature of the task being examined and the context within which risk taking is evaluated (e.g., Holt and Laury, 2002; Schubert et al., 1999). Second, and more importantly, although there is some evidence that male and female leaders may be associated with different behavioral patterns (e.g., Huang and Kisgen, 2013), the small number of survey-based studies in this area provide little support for the claim that female directors are significantly more risk-averse than male directors (Adams and Funk, 2012; Graham, Harvey, and Puri, 2013).

Because the passage was not put in quotation marks, it is not clear that this text was written by someone else. Moreover, because there is no source reference to Chen, Crossland, and Huang (2016), the source cannot be traced. This is a (very clear) case of plagiarism. Furthermore, in this way, you suggest that you have read all the studies that Chen, Crossland, and Huang (2016) refer to in this paragraph and that you yourself have written the sentences referring to these publications. Omitting all these references, but still copying the text of the paragraph is not a way out: this is plagiarism too.

Example 3.

One area of ongoing debate in the literature is whether female and male directors differ systematically in terms of underlying personality characteristics, preferences, and cognitions (Chen, Crossland, and Huang 2016). For instance, in the general population, meta-analytic reviews (Byrnes, Miller, and Schafer, 1999) and cumulative evidence from economic experiments (Croson and Gneezy, 2009) suggest that men are significantly more likely than women to engage in risk-taking behavior. However, extrapolating this finding—or findings related to other possible gender differences in personality (Barber and Odean, 2001)—to a senior leadership population is problematic for several reasons. First, researchers have argued that the effect of gender on risk taking remains heavily contingent on the nature of the task being examined and the context within which risk taking is evaluated (e.g., Holt and Laury,



2002; Schubert et al., 1999). Second, and more importantly, although there is some evidence that male and female leaders may be associated with different behavioral patterns (e.g., Huang and Kisgen, 2013), the small number of survey-based studies in this area provide little support for the claim that female directors are significantly more risk-averse than male directors (Adams and Funk, 2012; Graham, Harvey, and Puri, 2013).

Compared to example 2, the writer has inserted a reference to Chen, Crossland, and Huang (2016) at the start of the paragraph. The writer avoids the use of quotation marks and creates the impression that the text was not copied word-for-word. Even though the reference to Chen, Crossland, and Huang (2016) makes it possible to trace the source, this is a clear case of plagiarism. Furthermore, as including a source reference at the start of a paragraph including references to other studies sends out an ambiguous signal, you still suggest that you have read all the studies that are referred to in this paragraph and that you yourself have written the sentences referring to these publications. Omitting all these references, but still copying the text of the paragraph is not a way out: this is plagiarism too.

Example 4.

One area of ongoing debate in the literature is whether female and male directors differ systematically in terms of underlying personality characteristics, preferences, and cognitions (Chen, Crossland, and Huang 2016). First, researchers have argued that the effect of gender on risk taking remains heavily contingent on the nature of the task being examined and the context within which risk taking is evaluated (e.g., Holt and Laury, 2002; Schubert et al., 1999). Second, and more importantly, although there is some evidence that male and female leaders may be associated with different behavioral patterns (e.g., Huang and Kisgen, 2013), the small number of survey-based studies in this area provide little support for the claim that female directors are significantly more risk-averse than male directors (Adams and Funk, 2012; Graham, Harvey, and Puri, 2013).

Compared to example 3, the writer has skipped some sentences from the paragraph included in Chen, Crossland, and Huang (2016). The writer avoids the use of quotation marks and creates the impression that the text was not copied word-for-word. Even though the reference to Chen, Crossland, and Huang (2016) makes it possible to trace the source, this is a clear case of plagiarism. Furthermore, as including a source reference at the start of a paragraph including references to other studies sends out an ambiguous signal, you still suggest that you have read all the studies that are referred to in this paragraph and that you yourself have written the sentences referring to these publications. Omitting all these references, but still copying the text of the paragraph is not a way out: this is plagiarism too.

Example 5.

There is no consensus in the literature whether female and male directors differ systematically in terms of underlying personality characteristics, preferences, and cognitions (Chen, Crossland, and Huang 2016). For instance, in the general population, meta-analytic reviews



(Byrnes, Miller, and Schafer, 1999) and cumulative evidence from economic experiments (Croson and Gneezy, 2009) suggest that men are significantly more likely than women to engage in risk-taking behavior. However, extrapolating this finding—or findings related to other possible gender differences in personality (Barber and Odean, 2001)—to a senior leadership population is problematic for several reasons. *Some studies conclude* that the effect of gender on risk taking remains heavily contingent on the nature of the task being examined and the context within which risk taking is evaluated (e.g., Holt and Laury, 2002; Schubert et al., 1999). *Moreover*, although there is some evidence that male and female leaders may be associated with different behavioral patterns (e.g., Huang and Kisgen, 2013), the *low* number of survey-based studies in this area provide little support for the claim that female directors are significantly more risk-averse than male directors (Adams and Funk, 2012; Graham, Harvey, and Puri, 2013)

Compared to example 3, the writer changed the passage marginally (the words that were changed have been italicized above). The writer avoids the use of quotation marks and creates the impression that the text was not copied word-for-word. Even though the reference to Chen, Crossland, and Huang (2016) makes it possible to trace the source, this is a clear case of plagiarism. Furthermore, as including a source reference at the start of a paragraph including references to other studies sends out an ambiguous signal, you still suggest that you have read all the studies that are referred to in this paragraph and that you yourself have written the sentences referring to these publications. Omitting all these references, but still copying the text of the paragraph is not a way out: this is plagiarism too.