



Author Guidelines

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Strategic Management Journal

Editorial office: SMJ@strategicmanagement.net

Submit here: <https://mc.manuscriptcentral.com/SMJ>

Contents

SMJ policies and procedures 3

- Editorial statement..... 3
- General notes 3
- Initial manuscript submission..... 4
- Article types accepted by the journal..... 4
- Editorial process and policies 5
- Ethical policies 5
 - Plagiarism..... 6
- Guidelines regarding empirical research in *SMJ* 6
 - Reporting results of statistical analyses..... 6
 - Replication studies and studies that report “non-results” 6
 - Articles on datasets..... 7
 - Causal inference 7
 - Data snooping and p-hacking 7
- Open data and Open Access 7
 - Open data initiative 7
 - Open Access..... 8
 - Early View 8
- Costs to authors 9

SMJ style guidelines 9

- Organization and basic manuscript formatting..... 9
 - Title page..... 9
 - Abstract 9
 - Main document..... 10
- Figures and tables 10
- File formats..... 10
- Citations and references..... 11
 - Reference style 11
- Appendices and supplementary material 12
- General APA guidelines 13
- Editorial assistance to non-native English speakers 14

SMJ policies and procedures

Editorial statement

The *Strategic Management Journal* seeks to publish the highest quality research with questions, evidence, and conclusions that are relevant to strategic management and engaging to strategic management scholars. We receive manuscripts with a diverse mix of topics, framings, and methods, and our acceptances reflect this diversity.

More specifically, the *Strategic Management Journal* seeks to publish papers that ask and help answer important and interesting questions in strategic management, develop and/or test theory, replicate prior studies, explore interesting phenomena, review and synthesize existing research, and evaluate the many methodologies used in our field. *SMJ* also publishes studies that demonstrate a lack of statistical support in a particular sample for specific hypotheses or research propositions. We welcome a diverse range of researcher methods and are open to papers that rely on statistical inference, qualitative data, verbal theory, computational models, and mathematical models.

General notes

Submitted manuscripts should not have been previously published and should not be submitted for publication elsewhere while they are under consideration by *SMJ*.

To be sure that manuscripts move through the review process smoothly and quickly, we ask authors to observe basic formatting and style requirements when submitting manuscripts:

Element	Description
Font	12-point readable font (preferably Times New Roman)
Line spacing	Double-spaced body text, single-spaced references
Margins	One inch (2.5 cm)
Page size	Letter (8.5 x 11) inches
Page numbers	Yes
Required layout (main document)	Abstract, body text, references, appendices, tables, and figures
Journal style	APA

Submissions that do not follow *SMJ* guidelines may have to be returned for revision and resubmission in order to ensure the timely flow of manuscripts through the editorial process. For more information, please review the *SMJ* style guidelines on page 9.

We suggest that you circulate your manuscript among colleagues before submitting to *SMJ* and make revisions based on their thoughtful suggestions. **The reviewers should *not* be your first readers.**

Initial manuscript submission

All manuscripts considered for submission must be sent to *SMJ*'s online submission site, <http://mc.manuscriptcentral.com/SMJ>. In case of questions, please contact:

Wiley's *SMJ* Editorial Office: SMJedoffice@wiley.com.

SMJ is published by Wiley in partnership with the Strategic Management Society. Information about the journal is located on Wiley Online (<https://onlinelibrary.wiley.com/journal/10970266>) and the Society's website (<https://www.strategicmanagement.net/SMJ/overview/overview>).

For additional tools, visit Author Resources (<https://authorservices.wiley.com/home.html>), an enhanced suite of online tools for Wiley InterScience journal authors, featuring Article Tracking, Email Publication Alerts, and Customized Research Tools.

Article types accepted by the journal

Article type	Description	Page limit
Research Article	Detailed study that presents original research.	40
Commentary	A short article that draws attention to or presents a criticism of a previously published work.	20
Prospective	A short scholarly analysis of issues relevant to future research in strategic management.	40
Special Issue Article	A study that presents original research that fits with a theme of an <i>SMJ</i> special issue. To view current special issue calls for papers, please visit https://www.strategicmanagement.net/SMJ/overview/special-issues/open-calls	40
Editorial	An article by the <i>SMJ</i> Co-editors that express the views of the editors, often regarding the journal's policies, scholarly research in strategic management, or an article published in the same issue.	40

Editorial process and policies

SMJ does not pre-screen submissions. To evaluate your paper, it must be submitted online at <https://mc.manuscriptcentral.com/SMJ>.

Once a paper is submitted, the editorial process is generally as follows:

- Each SMJ paper is assigned to a Co-editor. He/she does an initial review of the paper and decides whether to assign an Associate Editor.
- The Co-editor or Associate Editor determines if the paper will go through the double-blind peer review process.
- If the manuscript passes the initial review, the Associate Editor selects the reviewers based on the scholarly expertise and availability of potential reviewers.

SMJ has a double-blind review process, which means the reviewers are not aware of the authors' identities and vice versa. Only the assigned Co-editor, Associate Editor, authors, and the SMJ editorial office staff view the reviews.

The SMJ Co-editors assign submitted manuscripts to Associate Editors based on the expertise of editors and the need to balance workload among the editors. **In the cover letter accompanying a submission, authors may request specific Associate Editors or reviewers with whom the authors have no conflict of interest.** The Co-editors will make a good faith effort to honor requests but cannot guarantee that requests can be met due to the need to balance editorial and reviewer workload, as well as editorial discretion regarding the appropriate match of editorial and reviewer expertise to the submission.

Ethical policies

The Strategic Management Journal (SMJ) holds to the Strategic Management Society's Code of Conduct, which is located here: <https://www.strategicmanagement.net/home/governance/code-of-conduct>.

See in particular, Point 11, "EDITORIAL AND REVIEW PROCESS."

By submitting to, reviewing for, and/or serving as an editor of *Strategic Entrepreneurship Journal*, you are acknowledging your responsibility to adhere to these values in your interactions with authors, editors, and employees of the Strategic Management Society and our publisher, Wiley.

The following statement by the Co-editors of the SMJ reinforces the SMS guidelines:

The Strategic Management Journal strives to uphold the highest ethical standards in academic publishing.

1. **Reviews:** Our co-editors, associate editors, and editorial board members seek to provide timely, open-minded, and constructive feedback to authors of submitted manuscripts.
2. **Conflict of interest:** Co-editors, associate editors, and editorial board members will not knowingly handle manuscripts that involve a conflict of interest with authors.
3. **Plagiarism:** SMJ will not knowingly publish plagiarized research, including that involving self-plagiarism. SMJ seeks to avoid self-plagiarism by asking authors of submitted manuscripts to cite all of their prior relevant research and disclose any overlap in data with their prior work.
4. **Data use:** SMJ welcomes continuing development of new research from a database, but any new works must complement other research that uses the data.

5. **Unique submission:** Authors may not submit a manuscript for consideration by *SMJ* that is under review at another journal. Authors will be required to provide access to editor and reviewers, if requested, to both data and programs during the review process for replication purposes. The Editor should be notified at the time of submission if access to the data and programming code used in a paper is restricted or limited, or if, for some other reason, the requirement above cannot be met.
6. **Co-authorship:** Co-authorship entails a substantial contribution on some dimension of the paper, and particular care should be taken to acknowledge junior co-authors' contributions fully.

More generally, *SMJ* requires that authors act ethically, including by appropriately citing prior research and accurately reporting data sources, procedures, and results.

Plagiarism

For every submission, *SMJ* uses CrossCheck's iThenticate, a plagiarism detection software, to detect and quantify any duplicated text and possible plagiarism. To find out more about CrossCheck, please visit <http://www.crossref.org/crosscheck.html>.

Guidelines regarding empirical research in *SMJ*

Reporting results of statistical analyses

SMJ no longer accepts papers for publication that report or refer to cutoff levels of statistical significance (p-values). In statistical studies, authors should report either standard errors or exact p-values (without asterisks) or both and should interpret these values appropriately in the text. Rather than referring to specific cutoff points, the discussion could report confidence intervals, explain the standard errors and/or the probability of observing the results in the particular sample, and assess the implications for the research questions or hypotheses tested.

For papers accepted for publication, *SMJ* requires that authors explicitly discuss and interpret effect sizes of relevant estimated coefficients.

The *SMJ* editorial on “Creating Repeatable Cumulative Knowledge in Strategic Management” (<https://doi.org/10.1002/SMJ.2477>) provides a more detailed explanation of these policies.

Replication studies and studies that report “non-results”

SMJ publishes and welcomes submissions of replication studies. *SMJ's* goal in publishing replications is to provide additional evidence that helps build a cumulative body of knowledge in strategic management, not to overturn prior results. *SMJ* is interested in replications that accord with prior findings as well as those that do not.

For more information, please read the following editorials: <https://doi.org/10.1002/SMJ.2581> and <https://doi.org/10.1002/SMJ.2477>. Replication Reviewer Guidelines, which explain how *SMJ* evaluates replication studies, are available at: <https://www.strategicmanagement.net/SMJ/overview/submission/policies-procedures>.

SMJ publishes and welcomes submissions of studies with non-results. These types of studies demonstrate a lack of statistical support in a particular sample for specific hypotheses or research propositions. Such

hypotheses or propositions should be straightforward and logical. Studies should be conducted rigorously and assess the robustness of the non-results, such as robustness to alternative measurement, statistical specifications, and estimation methodologies.

Articles on datasets

The *Strategic Management Journal* is now open to publishing peer-reviewed articles on datasets. For dataset articles, *SMJ* is interested in datasets that are likely to attract significant interest from researchers, who can then exploit the data in a substantially broader fashion than was possible prior to publication.

For more information, please read the following editorials: <https://doi.org/10.1002/SMJ.2690> and <https://doi.org/10.1002/SMJ.3000>.

Causal inference

SMJ strongly supports research that seeks to address interesting and important questions in strategic management that involve complicated causal processes. *SMJ* recognizes that statistical analyses relevant to these questions may raise the issue of endogeneity. If relevant, authors should acknowledge this issue in submitted manuscripts and make a good faith effort to address it. In some cases, causal inference may be impossible, but statistical correlations, especially if used to rule out some alternative hypotheses or mechanisms, may still be of interest. The *SMJ* editorial on “Quantitative Empirical Analysis in Strategic Management” (<https://doi.org/10.1002/SMJ.2278>) provides a more detailed explanation.

Data snooping and p-hacking

SMJ strongly disapproves of data snooping and p-hacking practices in empirical research. Authors of submitted papers should not search databases for statistically significant coefficients with the intention of subsequently formulating hypotheses that fit the significant coefficients. Authors also should not adapt experimental designs with the primary intention of producing statistically significant results. In addition, authors of submitted papers should address the material significance (magnitude) of the results, in addition to statistical significance.

Open data and Open Access

Open data initiative

Recognizing the importance of research transparency and data sharing to cumulative research, *SMJ* encourages authors to share the data supporting the results in their study by archiving them in an appropriate public repository. In partnership with the non-profit Center for Open Science (COS), *SMJ* will award qualifying authors an Open Practice badge recognizing their contributions to the open science movement.

The Open Data badge recognizes researchers who make their data publicly available, providing sufficient description of the data to allow researchers to reproduce research findings of published research studies. Qualifying public, open-access repositories are committed to preserving data and keeping them publicly accessible via the web into perpetuity. *SMJ* is making the FIVES Project data repository (<http://five.dartmouth.edu>) available to either store the data and documentation or provide links on the FIVES website to the data and documentation on other open access websites. Other example repositories include the Open Science Framework (OSF), the various Dataverse networks, and others listed at the

Registry of Research Data Repositories (<http://www.re3data.org>). Personal websites and most departmental websites do not qualify as repositories.

There are, of course, circumstances in which it is not possible or advisable to share data publicly. For example, there are cases in which sharing participant data could violate confidentiality, or the data were acquired under non-disclosure agreements, or the data were acquired from private vendors or other entities that prohibit sharing their data. In these cases, the authors may provide an explanation of such circumstances in the Alternative Note section of the disclosure form. The information the authors provide will be included in the article's Open Practices note.

Authors have an opportunity at the time of manuscript submission and again at the time of acceptance to inform themselves of this initiative and to determine whether they wish to participate. Applying and qualifying for the Open Data badge is not a requirement for publishing with *SMJ*, but this badge is further incentive for authors to participate in the open science movement and, thus, to increase the visibility and transparency of their research. Participating authors will be asked to complete a disclosure form after their manuscript is accepted; the badge cannot be awarded without the completed disclosure form.

More information on badges to acknowledge open practices can be found at the OSF Wiki here: <https://osf.io/4znzp/wiki/home/>.

Open Access

Open Access is available to authors of primary research articles who wish to make their article available to non-subscribers on publication or whose funding agency requires grantees to archive the final version of their article. With Open Access, the author, the author's funding agency, or the author's institution pays a fee to ensure that the article is made available to non-subscribers upon publication via Wiley Online Library, as well as deposited in the funding agency's preferred archive.

Prior to acceptance, there is no requirement to inform the editorial office that you intend to publish your paper Open Access if you do not wish to. All Open Access articles are treated in the same way as any other article. They go through the journal's standard peer review process and will be accepted or rejected based on their own merit.

Further information can be found at Wiley's website at: <https://authorservices.wiley.com/author-resources/Journal-Authors/licensing/open-access-agreements.html>

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Early View

SMJ is covered by Wiley's Early View publishing service. Early View articles are complete full-text articles published online in advance of their publication in a printed issue. Articles are therefore available as soon as they are ready, rather than having to wait for the next scheduled print issue. Early View articles are complete and final. They have been fully reviewed, revised and edited for publication, and the

authors' final corrections have been incorporated. Because they are in final form, no changes can be made after online publication. The nature of Early View articles means that they do not yet have volume, issue or page numbers, so Early View articles cannot be cited in the traditional way. They are therefore given a Digital Object Identifier (DOI), which allows the article to be cited and tracked before it is allocated to an issue. After print publication, the DOI remains valid and can continue to be used to cite and access the article.

Costs to authors

There is no fee for submitting manuscripts to *SMJ*. The only fee(s) associated with publishing an accepted article are optional.

SMJ style guidelines

Organization and basic manuscript formatting

Element	Description
Font	12-point readable font (preferably Times New Roman)
Line spacing	Double-spaced body text, single-spaced references
Margins	One inch (2.5 cm)
Page size	Letter (8 ½ x 11) inches
Page numbers	Yes
Required layout (main document)	Abstract, body text, references, appendices, tables and figures
Journal style	APA

We strongly suggest that you limit the paper size to **40 pages**, which includes figures and tables. References should be single spaced to conserve manuscript space. The language of the journal is American English. Please be sure that your paper is double spaced and uses a 12-point readable font and one-inch margins on all sides. Your text must be left justified. **Short research articles should not be more than 20 pages in length**, including title page, abstract, text, figures, tables, and references.

Title page

This should be a **separate** file from the main document. Please list the title of the documents and the full names, titles, email addresses, and affiliations (with complete addresses) of all authors on the title page. A running head (a short title of up to 60 characters) of your choice should appear on the title page as well.

The names of any sponsors of your research, including grant numbers and/or people you would like to thank, may be included in an acknowledgements section. When submitting a paper, acknowledgements should be included **ONLY** on the title page and not in the text of the paper. If your paper is accepted, the acknowledgements will move to the main paper, at the end of the text and right before the references.

Abstract

SMJ requires two abstracts: one academic and another managerial. First, supply a one-paragraph research summary of up to 125 words. This is a precise summary of your entire paper, not just your conclusions,

and it must be able to stand alone, separate from the rest of the paper. Second, supply a one-paragraph managerial summary of up to 125 words. This has the same requirements as the research summary, but it should be written in plain, non-academic language that is geared toward business practitioners. Please do not include citations to other works in the abstracts.

For indexing purposes, please include five (5) keywords that describe your paper.

Main document

Please double-space the body text (font size 12) and use one-inch margins. Do **not** include any author names, author affiliations, or acknowledgements in the main document. Please ensure that there are no edits (such as Track Changes and comment bubbles) showing in the text.

Organize the paper into sections and use three levels of headings. Headings are not numbered. The first level should be capitalized, bold, and center aligned (e.g., RESULTS). The second level should have the main words starting with a capital letter (e.g., Descriptive Statistics and Correlation Matrix) and left aligned. The third level should be in lower case and italicized (e.g., *Independent variable*).

Figures and tables

Please do not incorporate your figures and/or tables into the text of your article. Please include an instruction such as “INSERT TABLE 1 HERE” where appropriate. Figures and tables should appear at the **end** of the manuscript, after the references section. Here are some additional guidelines regarding figures and tables:

- It is best if your tables are editable (not images).
- All tables and figures should be numbered and include legends.
- Please use consistent lettering and sizing in original artwork.
- Each table and figure must have placement instructions within the body text to indicate where these items should go (e.g., “Insert Table 1 Here”).
- Figure files:
 - Should be in high resolution (at least 300dpi for printing purposes), and the following formats are preferred: .tiff and .png
 - Will appear in color online (if submitted in color) but will appear in black and white in print.

File formats

At the submission stage, *SMJ* can accept files in Word and PDF.

- Before you submit your materials, you will be given the chance to review your manuscript as a PDF. Please review the PDF before submitting. If any part of the paper does not convert properly, please work on the formatting before submitting.
- If the paper is not readable after the system converts it to PDF, we will send it back to you for formatting revisions.

Once your paper is accepted, we will request that files be provided in Word (.doc, .docx, .rtf).

- Tables must be included in an editable format, not as pictures.
- We can also accept LaTeX files at this point. If you choose to upload LaTeX files, please ensure there is also a PDF that shows us the placement of the various pieces.
- If you have an appendix intended to be online-only, it may be submitted in any format. Online appendix material will not be copy edited or revised, so please ensure it appears exactly as you would like.

Citations and references

SMJ uses APA style. Use the author-date method of in-text citation. The author’s last name and the year of publication for the source should appear in the text; for example (Jones, 1998). If a direct quote is included, the page number should appear as well; for example (Jones, 1998, p. 182).

When a cited work has six or more authors, the form (main author et al., year) is to be used. If there are five or fewer authors, all names should be included at the first text citation and et al. used thereafter. When reference is made to more than one work by the same author(s) published in the same year, identify each citation in the text in the following manner: (Collins, 2005a, 2005b). If necessary, cite unpublished or personal work in the text, but please do not include it in the reference list. When your parenthetical citation includes two or more works, order them alphabetically, separated by a semi-colon (Smith, 2002; Thompson, 1983).

All references must have a corresponding citation in the text and vice versa.

Reference style

A complete list of sources should appear in alphabetical order in the reference list at the end of the paper.

Examples of correct referencing style:

Article type	Example
Books	Badaracco, J. L. (1991). <i>The knowledge link: How firms compete through strategic alliances</i> . Boston, MA: Harvard Business School Press. Bleeke, J., & Ernst, D. (Eds.). (1993). <i>Collaborating to compete: Using strategic alliances and acquisitions in the global marketplace</i> . New York, NY: John Wiley & Sons.
Book Chapters	Bowman, E. H., & Singh, H. (1990). Overview of corporate restructuring: Trends and consequences. In L. Rock, & R. H. Rock (Eds.), <i>Corporate restructuring</i> (pp. 1–16). New York, NY: McGraw-Hill. Collis, D. (1996). Organizational capability as a source of profit. In B. Moingeon & A. Edmondson (Eds.), <i>Organizational learning and competitive advantage</i> (pp. 139–163). London, U.K.: SAGE Publications.
Computer Software	Ludwig, T. (2002). PsychInquiry [computer software]. New York, NY: Worth.

Datasets	United States Department of Housing and Urban Development. (2008). <i>Indiana income limits</i> [data file]. Retrieved from https://www.huduser.org/Datasets/IL/IL08/in_fy2008.pdf
Journal Articles	Bagozzi, R., & Phillips, L. (1982). Representing and testing organizational theories: A holistic construal. <i>Administrative Science Quarterly</i> 27(3), 459–489. Durand, R., & Jacqueminet, A. (2015). Peer conformity, attention, and heterogeneous implementation of practices in MNEs. <i>Journal of International Business Studies</i> , 46(8), 917–937. Wooldridge, M.B., & Shapka, J. (2012). Playing with technology: Mother-toddler interaction scores lower during play with electronic toys. <i>Journal of Applied Developmental Psychology</i> , 33(5), 211-218. https://doi.org/10.1016/j.appdev.2012.05.005
Online Sources	Parker-Pope, T. (2008, May 6). Psychiatry handbook linked to drug industry. <i>The New York Times</i> . Retrieved from https://well.blogs.nytimes.com/ Sick, L. (Ed.). (2009). <i>Record structure for APA databases</i> . Retrieved from http://www.apa.org/databases/training/record-structure.pdf
Papers Presented at Meetings	Misiolek, N. (2003). <i>Knowledge management and the corporate university: Insights from the knowledge-based view of the firm</i> . Paper presented at the annual meeting of the Academy of Management, Seattle, WA.
Periodicals	Henry, W. A., III. (1990, April 9). Making the grade in today's schools. <i>Time</i> , 135, 28-31. Schultz, S. (2005, December 28). Calls made to strengthen state energy policies. <i>The Country Today</i> , pp. 1A, 2A.
Working Papers	Cohen, M. D., Nelson, R. R., & Walsh, J. P. (2000). Protecting their intellectual assets: Appropriability conditions and why U.S. manufacturing firms patent (or not). NBER working paper 7552, National Bureau of Economic Research, Cambridge, MA. Available at: http://www.nber.org/papers/w7552 Child, J., & Yan, Y. (1999). Predicting the performance of international alliances: An investigation in China. Working paper, Chinese Management Centre, University of Hong Kong, Hong Kong, China.

Appendices and supplementary material

Appendices are placed after the references. If there is only one Appendix, no number is needed after it (i.e., Appendix 1). If you have an appendix that should be published **online** only, please call it the “online appendix” throughout the article. It should be a file separate from the main article.

General APA guidelines

SMJ generally follows APA style. Here is a brief summary of common style issues:

Element	Description
Abbreviations	<ul style="list-style-type: none"> • Spell out all abbreviations at first use in the body of the article, and use abbreviated forms thereafter; for example, return on investment (ROI). If an abbreviated form is used only once, it should be spelled out. This is for the benefit of readers, including students, some of whom may not be familiar with the meanings of all abbreviations.
Figures & Tables	<ul style="list-style-type: none"> • Place table name above the table using this format: TABLE 1 Name of table • Place figure name below the figure using this format: FIGURE 1 Name of figure
Footnotes	<ul style="list-style-type: none"> • Footnotes, rather than endnotes, are used. They are incorporated into the text (shown at bottom of the page).
Headings	<ul style="list-style-type: none"> • Please number sections. • Heading style varies, depending on the level. <ul style="list-style-type: none"> ○ Heading 1: ALL CAPS, bold ○ Heading 2: Sentence case, bold ○ Heading 3: Sentence case, bold ○ Heading 4: Sentence case, bold ○ Heading 5: Sentence case, bold, with full-stop, run-on with text
Hypotheses	<ul style="list-style-type: none"> • Identify each hypothesis by number. If you want to abbreviate the hypothesis number in the text, please be sure to note that when first presenting the hypothesis. Here is an example of <i>SMJ</i> style: Hypothesis (H1). <i>Here is the text for Hypothesis 1.</i>
Numbers	<ul style="list-style-type: none"> • Numbers one to nine are spelled out, and numbers 10 and above appear as numerals. The main exceptions are when numbers refer to ratings, code numbers, or precise measurement (i.e., used with units) (Ex: numerals for number of participants; 7-point scale, but three items, factor 5, score 4). • If a sentence begins with a number, the number must be spelled out. It is usually easier to rephrase the sentence. • Commas are used in numbers 1,000 or higher. <i>SMJ</i> uses American style, so decimal points (not decimal commas) are used. For instance, two-hundred-thousand is 200,000 (not 200.000 or 200 000) and five thousand dollars and 50 cents is \$5,000.50 (not 5.000,50 or 5 000,50). Please be sure to use American style in the text, tables and figures.

	<ul style="list-style-type: none"> • A zero (0) should be used before the decimal point with numbers that are less than 1 when the statistic can exceed 1 (Ex: 0.23 cm; Cohen’s $d = 0.70$). Do not use a zero before a decimal fraction when the statistic cannot be greater than 1 (Ex: correlations, proportions, and levels of significance, such as $p = .028$).
Punctuation	<ul style="list-style-type: none"> • Commas appear before the final “and” (also “or”) in a series. • Double, rather than single, quotation marks are used. • En dashes (–) rather than hyphens (-) are used to denote ranges, for example, 1996–2000; pages 124–155. • Em dashes (—) rather than hyphens (--) are used to separate a thought or phrase from the surrounding sentence. The sentence should be able to stand alone if the material separated by the em dashes was removed. • The journal uses italicized rather than underlined text. • Commas and periods always appear inside quotation marks, even if those quotation marks are used to signify the special definition of a word or phrase. • Multiple citations are handled as followed: (Smith, 1980; Kennedy & Jones, 1999)
Spacing	<ul style="list-style-type: none"> • Leave one space between sentences, after punctuation, etc. • Leave one space in mathematical equations or results (Ex: $p \geq .70$). • Blocks of long quotations are indented and single spaced. They do not need quotation marks.
Symbols	<ul style="list-style-type: none"> • Ampersands (&) should not be used in the text unless it is a commonly used expression (e.g., R&D), part of a universally known product (e.g., M&Ms), or included in a company name (e.g., Standard & Poor’s). Ampersands may also be used with author names in citations, but only in parentheses, and references. • Percent is spelled out in regular text, but a % sign is used in parenthesized text and figures.

Editorial assistance to non-native English speakers

Every accepted *SMJ* article goes through copy editing, but this level of copy editing is very light.

SMJ strongly recommends that you enlist the services of a professional copy editor to improve the writing, grammar, punctuation, and formatting of your accepted paper.