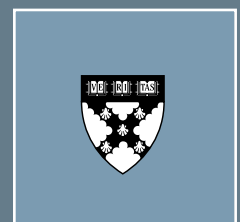
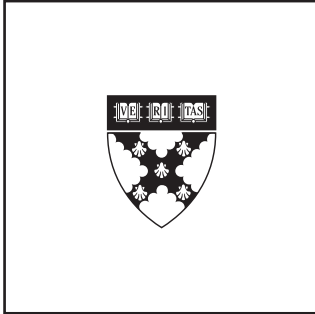


Citation Guide

2008–09 ACADEMIC YEAR





Citation Guide

2008 – 09 ACADEMIC YEAR

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If you have any comments about this guide, please contact rreiser@hbs.edu or infoservices@hbs.edu.

Printed October 2008

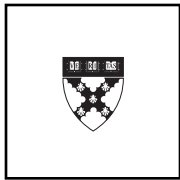
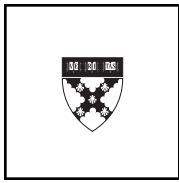


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Citation Guide

> About This Guide

This guide describes the citation conventions that HBS students should use when writing research papers. The guide has been adapted from Chapter 3 of the *Style Guide for HBS Casewriters*, which is available online at <http://intranet.hbs.edu/dept/drfd/caseservices/styleguide.pdf>. For information about citing source materials not covered in this guide, please contact rreiser@hbs.edu.

> Purpose of Citations

There are three main reasons to include citations in your papers:

- To give credit to the authors of the source materials you used when writing the paper.
- To enable readers to follow up on the source materials.
- To demonstrate that your paper is well-researched.

There are many ways to document one's research. The following guidelines, based on *The Chicago Manual of Style*, 15th ed., present one method. Whichever method you choose, it is important to follow a format that is clear and consistent.

> What to Cite

You should cite all direct quotations, paraphrased factual statements, and borrowed ideas. The only items that do not need to be cited are facts that seem to be common knowledge, such as the date of the stock market crash. However, if you present facts in someone else's words, you should cite the source of those words. In addition, if you paraphrase large amounts of information from one source, you should cite that source, as emphasized in Harvard University's Expository Writing guidelines:

When you draw a *great deal* of information from a *single* source, you should cite that source even if the information is common knowledge, since the source (and its particular way of organizing the information) has made a significant contribution to your paper.¹

Failure to give credit to the words and ideas of an original author is plagiarism. Most people do not intend to commit plagiarism but may do so inadvertently because they are in a hurry or because of sloppy work habits. For tips on how to avoid plagiarism, see the following resources:

"Misuse of Sources," in Gordon Harvey, *Writing with Sources: A Guide for Harvard Students*, second edition (Indianapolis/Cambridge: Hackett Publishing Company, 2008), <http://isites.harvard.edu/fs/docs/icb.topic273248.files/WritingSourcesHarvard.pdf>.

"Working Habits that Work," in *Academic Integrity at Princeton*, Princeton University, <http://www.princeton.edu/pr/pub/integrity/pages/habits.html>.

"Policy on Plagiarism & Collaboration," on the HBS MBA Web site, http://www.mba.hbs.edu/admin/program/policies/academic/student_work/plagiarism.html.

> Types of Citations: Footnotes, Source Lines, and Bibliographies

Citations can appear in three main forms: footnotes (or endnotes), source lines, and bibliographies. Each form contains similar information arranged in a different way. The following sections provide details about each form.

Footnotes and Endnotes

Footnotes and endnotes have the same function—to cite the exact page of a source you refer to in your paper. The only difference between footnotes and endnotes is placement: footnotes appear at the bottom of the page, whereas endnotes appear at the end of the document.

The main characteristics of footnotes and endnotes are as follows:

- They are preceded by a number.
- The author's name is in natural order.
- The elements of the citation are separated by commas.

The following examples show a quotation and its corresponding footnote or endnote:

Quotation cited in text

Sahlman says, "Taking advantage of arbitrage opportunities is a viable and potentially profitable way to enter a business."³²

Corresponding footnote or endnote

³² William A. Sahlman, "How to Write a Great Business Plan," *Harvard Business Review* 75 (July–August 1997): 103.

Source Lines

Source lines typically appear under figures, tables, charts, and other graphics. Source lines should acknowledge the source of the graphic, or the data that was used to create it. A source line begins with the word *Source* and continues with the same information that would appear in a footnote or endnote.

The following are some examples of source lines:

Source: Jon F. Thompson, *Cycle World*, vol. 35, no. 6 (June 1996), p. 23.

Source: "Worldwide Semiconductor Shipments," Semiconductor Industry Association Web site, http://www.sia-online.org/downloads/ww_shipments.pdf, accessed June 2004.

Source: Compiled from Bloomberg LP, Thomson Datastream, LexisNexis, and SEC filings data, May 2001.

Source: Casewriter's diagram based on Rhythms NetConnections, Inc. price data for April 7, 1999 through April 30, 2001, obtained from Thomson Datastream, accessed June 2003.

Citation Guide for HBS Students – continued

Bibliographies

A bibliography lists all of the references you used to create a research paper. The bibliography appears at the end of the paper, after the endnotes, if any.

If you have included footnotes (or endnotes) and source lines in your paper, then you do not need to include a bibliography unless your professor has requested one.

Bibliographies have the following formatting conventions:

- The first author's name is inverted (last name first), and most elements are separated by periods.
- Entries have a special indentation style in which all lines but the first are indented.
- Entries are arranged alphabetically by the author's last name, or by the first word of the title if no author is listed.

Bibliographies typically appear in documents that use the author-date style of citation, which is not shown here for space reasons. The following is an example of the author-date style:

Reference in text: (Calabrese and Loften, 2000)

Bibliography entry: Calabrese, Edward, and Peter Loften (2000). "The chronic effects of fluoride on the estuarine amphipods," *Water Research* 16:1313-17.

For more information about the author-date style of citations, see chapters 16 and 17 in *The Chicago Manual of Style*, 15th. ed.

> Repeating a Citation

After the first complete citation of a work, you may abbreviate subsequent instances by using either *Ibid.* or a shortened form of the citation. See the following examples of each style.

Ibid.

Use *Ibid.* to repeat a footnote that appears immediately before the current footnote. *Ibid.* takes the place of the author's name, the title of the work, and as much of the subsequent information as is identical. For example:

⁵⁰ Thomas Smith, "New Debate over Business Records," *The New York Times*, December 31, 1978, sec. 3, p 5.

⁵¹ *Ibid.*, p. 6.

Shortened Footnote

Use the shortened footnote style to repeat a note that is before, but not contiguous to, the current footnote.

The shortened note should include enough information to help readers identify the source— i.e., the last name of the author; enough of the title to be clear; and the page number, if different from the first. For example: ²

¹ Samuel A. Morley, *Poverty and Inequality in Latin America: The Impact of Adjustment and Recovery* (Baltimore: Johns Hopkins University Press, 1995), pp. 24–25.

² [Citation of different source]

³ Morley, *Poverty and Inequality*, p. 43.

> Creating New Citation Styles

If you cannot find an example of the type of source material you want to cite, and if you have exhausted other resources (including *The Chicago Manual of Style* and rreiser@hbs.edu), then just cite all of the details that would help a reader find the source easily. Think about the four “W”s: WHO created the work, WHAT is the title, WHEN was it published, and WHERE can one find it?

The following examples show citations that were created without templates but that are precise and easy to follow:

Clarence Saunders, “Documentary Evidence about Piggly Wiggly,” Harvard pre-1920 social history/business preservation microfilm project, available from Historical Collections, Baker Library, Harvard Business School, Microfilm HD Box #136.

Author’s e-mail survey of students from MBA class of 2007, November 12–15, 2006, Harvard Business School, Boston, MA.

Caroline J. Ferguson and Barbara A. Schaal, “Phylogeography of *Phlox pilosa* subsp. *ozarkana*,” poster presented at the 16th International Botanical Congress, St. Louis, 1999. ³

David Hanson, “The Provenance of the Ruskin-Allen Letters (computer printout, Department of English, Southeastern University, 2001), p. 16. ⁴

Citation Guide for HBS Students – continued

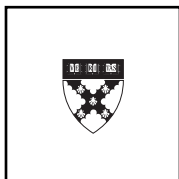
When you are citing unusual source materials, don't worry about following a particular format; instead, just list all of the details that would help readers locate the information quickly. It is always better to provide readers with too much rather than too little source information.

> **Permission Requirements**

If you plan to publish a paper or distribute it widely (e.g., on a Web site), and if the paper contains the following kinds of information, you may need permission from the copyright holder:

- Graphical items (charts, graphs, maps, photographs, tables, etc.)
- Complete text items (e.g., an entire article)
- Excerpts of text or data

Be sure to check the copyright holder's permission requirements before redistributing any of their information outside the classroom.



Examples of Citations

This section shows examples of citations for the most common kinds of source materials. For information about citing other kinds of materials, see *Creating New Citation Styles* on p. 7, or contact rreiser@hbs.edu.

A few notes about the examples:

- The term *periodical* refers to journals and magazines.
- For brevity, access dates in the examples show only the month and year (e.g., June 2003). If you are citing information that is updated frequently or pertains to a time-sensitive field such as medicine, then you might want to include complete access dates.
- Although Microsoft Word underlines URLs, the URLs in this guide are not underlined. This matches the standard style for URLs in printed publications and prevents the URLs from becoming active links. For more information, see *URLs* on p. 38.
- The following examples appear in alphabetical order, with one exception: When citations are shown for both printed and online formats, the examples for printed format appear first.

> Advertisements

Television⁵ Footnote

¹ Volkswagen of America, Inc., “Crazy Guy,” television advertisement (Arnold Communications, Inc., directed by Phil Morrison), 2002.

Bibliography

Volkswagen of America, Inc. “Crazy Guy.” Television advertisement. Arnold Communications, Inc., directed by Phil Morrison, 2002.

On the Web Footnote

² Volkswagen of America, Inc., “Crazy Guy,” television advertisement (Arnold Communications, Inc., directed by Phil Morrison), 2000, http://www.andyawards.com/winners.2000/last_television3.html, accessed August 2002.

Bibliography

Volkswagen of America, Inc. “Crazy Guy.” Television advertisement. Arnold Communications, Inc., directed by Phil Morrison, 2002. http://www.andyawards.com/winners.2000/last_television3.html, accessed August 2002.

Examples of Citations – continued

> Analyst Reports

Signed **Footnote**

(on the Web) ³ Steve Weinstein, “High Growth in search creates opportunities for niche players,” Pacific Crest Securities, November 4, 2003, p. 11, <http://www.pacific-crest.com>, accessed December 2003.

Bibliography

Weinstein, Steve. “High Growth in search creates opportunities for niche players.” Pacific Crest Securities, November 4, 2003. <http://www.pacific-crest.com>, accessed December 2003.

Unsigned **Footnote**

⁴ Wachovia Capital Markets, LLC, “Perspectives on the U.S. Restaurant Industry,” August 20, 2007.

Unsigned **Footnote**

(database) ⁴ Wachovia Capital Markets, LLC, “Perspectives on the U.S. Restaurant Industry,” August 20, 2007, via Thomson Research/Investext, accessed September 2007.

> Annual Reports (Printed)

Printed **Footnote**

³ General Motors, 2001 Annual Report (Detroit: General Motors, 2002), p. 34.

Bibliography

General Motors. 2001 Annual Report. Detroit: General Motors, 2002.

Note: Publication details, such as the location and name of publisher, are optional in citations of annual reports. These publication details have been omitted in the following examples of online annual reports.

> Annual Reports (Online)

On the Web **Footnote**

(company Web site) ⁴ General Motors, 2006 Annual Report, p. 58, http://www.gm.com/corporate/investor_information/docs/fin_data/gm06ar/download/gm06ar.pdf, accessed September 2007.

Bibliography

General Motors. 2006 Annual Report. http://www.gm.com/corporate/investor_information/docs/fin_data/gm06ar/download/gm06ar.pdf, accessed September 2007.

On the Web **Footnote**

(database) ⁵ General Motors, 2006 Annual Report, p. 58, via Thomson Research/Investext, accessed September 2007.

Bibliography

General Motors. 2006 Annual Report. Thomson Research/Investext, accessed September 2007.

CD-ROM **Footnote**

(LaserD) ⁶ General Motors, 2001 Annual Report, p. 34, available from Thomson Financial, Global Access/Laser CD-ROM, disc no. A2015.

Bibliography

General Motors. 2001 Annual Report. Available from Thomson Financial, Global Access/Laser CD-ROM, disc no. A2015.

> Articles

See *Newspapers* and *Periodicals*.

Examples of Citations – continued

> Blogs

Blog entry or post **Footnote**
Stephan Spencer, “Teen Blogger Says ‘No’ to Mowing the Lawn,” August 14, 2007, post on blog “Stephan Spencer’s Scatterings,” Business Blog Consulting, <http://businessblogconsulting.com/>, accessed September 2007.

Comment on blog entry or post **Footnote**
Terra Andersen, “[First few words of comment...],” August 21, 2007, comment on Stephan Spencer’s post “Teen Blogger Says ‘No’ to Mowing the Lawn,” August 14, 2007, on blog “Stephan Spencer’s Scatterings,” Business Blog Consulting, [URL of comment], accessed September 2007.

Bibliography

Andersen, Terra. “That’s wonderful!...” August 21, 2007, comment on Stephan Spencer’s post “Teen Blogger Says ‘No’ to Mowing the Lawn,” August 14, 2007. “Stephan Spencer’s Scatterings,” Business Blog Consulting. [URL of comment], accessed September 2007.

Blog entry or post **Footnote**
⁷ John Quelch, “How to Profit from Scarcity,” August 31, 2007, post on blog “Marketing Know: How,” Harvard Business Online, http://discussionleader.hbsp.com/quelch/2007/08/how_to_profit_from_scarcity_1.html, accessed September 9, 2007.

Comment on blog entry or post **Footnote**
⁸ John Davis, “I agree that scarcity...,” September 4, 2007, comment on John Quelch’s post “How to Profit from Scarcity,” August 31, 2007, on blog “Marketing Know: How,” Harvard Business Online, http://discussionleader.hbsp.com/quelch/2007/08/how_to_profit_from_scarcity_1.html#comments, accessed September 9, 2007.

Bibliography

Davis, John. “I agree that scarcity...” September 4, 2007, comment on John Quelch’s post “How to Profit from Scarcity,” August 31, 2007. “Marketing Know: How,” Harvard Business Online. http://discussionleader.hbsp.com/quelch/2007/08/how_to_profit_from_scarcity_1.html#comments, accessed September 2007.

> Bond Prospectuses

Footnote

⁹ Formula One Finance B.V., August 1999 prospectus for US\$1.4 billion of 100% Secured Floating Rate Notes, due 2010.

Bibliography

Formula One Finance B.V. August 1999 prospectus for US\$1.4 billion of 100% Secured Floating Rate Notes, due 2010.

> Books (Printed)

One author Footnote

¹⁰ David A. Garvin, *Operations Strategy: Text and Cases* (Englewood Cliffs, NJ: Prentice-Hall, 1992), p. 73.

Bibliography

Garvin, David A. *Operations Strategy: Text and Cases*. Englewood Cliffs, NJ: Prentice-Hall, 1992.

Two authors Footnote

¹¹ John P. Kotter and James L. Heskett, *Corporate Culture and Performance* (New York: Free Press, 1992), p. 101.

Bibliography

Kotter, John P., and James L. Heskett. *Corporate Culture and Performance*. New York: Free Press, 1992.

Three authors Footnote

¹² John W. Pratt, Howard Raiffa, and R. O. Schlaifer, *Introduction to Statistical Decision Theory* (Cambridge: MIT Press, 1995), p. 45.

Bibliography

Pratt, John W., Howard Raiffa, and R. O. Schlaifer. *Introduction to Statistical Decision Theory*. Cambridge: MIT Press, 1995.

Examples of Citations – continued

> Books (Printed) – continued

**More than
three
authors**

Footnote

¹³ F. M. Scherer et al., *The Economics of Multi-Plant Operation* (Cambridge: Harvard University Press, 1975), p. 97.

Bibliography

Scherer, F. M., Alan Beckenstein, Erich Kaufer, R. Dennis Murphy, and Francine Bougeon-Maassen. *The Economics of Multi-Plant Operation*. Cambridge: Harvard University Press, 1975.

Editor

Footnote

¹⁴ John J. Gabarro, ed., *Managing People and Organizations* (Boston: Harvard Business School Press, 1992), p. 145.

Bibliography

Gabarro, John J., ed. *Managing People and Organizations*. Boston: Harvard Business School Press, 1992.

**Multiple
editors**

Footnote

¹⁵ Kim B. Clark et al., “Project Leadership and Organization,” in *The Perpetual Enterprise Machine: High Performance Product Development in the 1990s*, eds. H. Kent Bowen et al. (New York: Oxford University Press, 1994).

Bibliography

Clark, Kim B., Marco Iansiti, and Richard Billington. “Project Leadership and Organization.” In *The Perpetual Enterprise Machine: High Performance Product Development in the 1990s*, edited by H. Kent Bowen and Steven Wheelwright. New York: Oxford University Press, 1994.

**Corporate
author
(company or
association)**

Footnote

¹⁶ U.S. Dept. of Commerce, *U.S. Industrial Outlook* (Washington, DC: Government Printing Office, 1980), p. 687.

Bibliography

U.S. Dept. of Commerce. *U.S. Industrial Outlook*. Washington, DC: Government Printing Office, 1980.

Edition**Footnote**

¹⁷ Francis J. Aguilar, *General Managers in Action: Policies and Strategies*, 2nd ed. (New York: Oxford University Press, 1994), p. 133.

Bibliography

Aguilar, Francis J. *General Managers in Action: Policies and Strategies*. 2nd ed. New York: Oxford University Press, 1994.

**Chapters
or other
titled parts
of a book****Footnote**

¹⁸ Teresa M. Amabile, "Discovering the Unknowable, Managing the Unmanageable," in *Creative Action in Organizations*, eds. C. M. Ford and D. A. Gioia (Thousand Oaks, CA: Sage Publications, 1995), p. 81.

Bibliography

Amabile, Theresa M. "Discovering the Unknowable, Managing the Unmanageable." In *Creative Action in Organizations*, eds. C. M. Ford and D. A. Gioia. Thousand Oaks, CA: Sage Publications, 1995.

> Books (Online)**On the Web****Footnote**

¹⁹ Gregory J. E. Rawlins, *Moths to the Flame* (Cambridge: MIT Press, 1996), <http://www-mitpress.mit.edu/e-books/Moths/>, accessed August 1997.

Bibliography

Rawlins, Gregory J. E. *Moths to the Flame*. Cambridge: MIT Press, 1996. <http://www-mitpress.mit.edu/Moths/>, accessed August 1997.

CD-ROM**Footnote**

²⁰ *Oxford English Dictionary*, 2nd ed. CD-ROM (Oxford: Oxford University Press, 1992), p. 157

Bibliography

Oxford English Dictionary. 2nd ed. CD-ROM. Oxford: Oxford University Press, 1992.

Examples of Citations – continued

> Brochures

Signed

Footnote

²¹ *Mary Cassatt: Modern Woman*, ed. Judith A. Barter (Chicago: Art Institute of Chicago, 1998), p. 7.

Bibliography

Barter, Judith A., ed. *Mary Cassatt: Modern Woman*. Chicago: Art Institute of Chicago, 1998.

Unsigned

Footnote

²² *Reinventing Software*, IBM corporate brochure (White Plains, NY, December 2002), p. 3.

Bibliography

Reinventing Software. IBM corporate brochure. White Plains, NY, December 2002.

Footnote

²³ *Lifestyles in Retirement*, Library Series (New York: TIAA-CREF, 1996), p. 4.

Bibliography

Lifestyles in Retirement. Library Series. New York: TIAA-CREF, 1996.

Footnote

²⁴ *Altera Corporate Overview*, from Altera Web site, <http://www.altera.com/corporate/overview/ovr-index.html>, accessed October 2003.

Bibliography

Altera Corporate Overview. From Altera Web site, <http://www.altera.com/corporate/overview/ovr-index.html>, accessed October 2003.

> Cases (Printed)

Printed

Footnote

²⁵ V. Kasturi Rangan, "Population Services International: The Social Marketing Project in Bangladesh," HBS No. 586-013 (Boston: Harvard Business School Publishing, 1993), p. 9.

Bibliography

Rangan, V. Kasturi. "Population Services International: The Social Marketing Project in Bangladesh." HBS No. 586-013. Boston: Harvard Business School Publishing, 1993.

> Cases (Online)

On the Web

Footnote

²⁶ Amy C. Edmondson and Laura R. Feldman, "Group Process in the Challenger Launch Decision (A)," HBS No. 603-068 (Boston: Harvard Business School Publishing, 2002), Harvard Business Online, <http://harvardbusinessonline.hbsp.harvard.edu>,

Bibliography

Edmondson, Amy C., and Laura R. Feldman. "Group Process in the Challenger Launch Decision (A)." HBS No. 603-068 (Boston: Harvard Business School Publishing, 2002). Harvard Business Online. <http://harvardbusinessonline.hbsp.harvard.edu>, accessed September 2007.

Footnote

²⁷ Michael J. Enright et al., "Daewoo and the Korean Chaebol," University of Hong Kong case no. HKU143 (University of Hong Kong, August 2001), via Harvard Business Online, <http://harvardbusinessonline.hbsp.harvard.edu/>, accessed March 2007.

Bibliography

Enright, Michael J., et al. "Daewoo and the Korean Chaebol." University of Hong Kong case no. HKU143 (University of Hong Kong, August 2001). Harvard Business Online. <http://harvardbusinessonline.hbsp.harvard.edu/>, accessed March 2007.

Examples of Citations – continued

> Charts

Note: When citing a chart, illustration, or other graphical item, use the same style that is used to cite tables. See *Tables*.

> Classroom Discussions

Live classes **Footnote**

²⁸ Michael J. Roberts, “The Entrepreneurial Manager,” MBA class discussion, September 29, 2001, Harvard Business School, Boston, MA.

Bibliography

Roberts, Michael J. “The Entrepreneurial Manager.” MBA class discussion, September 29, 2001. Harvard Business School, Boston, MA.

> Conference Papers

Published (in printed form)

Footnote

²⁹ J. Wiklund, F. Delmar, and K. Sjöberg, “Selection of the Fittest? How Human Capital Affects High-Potential Entrepreneurship,” Proceedings of the Academy of Management 2004 Conference, New Orleans, LA, August 6–11, 2004, pp. 246–250.

Bibliography

Wiklund, J., F. Delmar, and K. Sjöberg. “Selection of the Fittest? How Human Capital Affects High-Potential Entrepreneurship.” Proceedings of the Academy of Management 2004 Conference, New Orleans, LA, August 6–11, 2004, pp. 246–250.

Published (in online form)

Footnote

³⁰ Mark T. Leary and Michael R. Roberts, “Do Firms Rebalance Their Capital Structures?” June 7, 2004, 14th Annual Utah Winter Finance Conference; Tuck Contemporary Corporate Finance Issues III Conference Paper, available on SSRN Web site, <http://ssrn.com/abstract=571002>, accessed October 2005.

Bibliography

Leary, Mark T., and Roberts, Michael R. “Do Firms Rebalance Their Capital Structures?” June 7, 2004, 14th Annual Utah Winter Finance Conference; Tuck Contemporary Corporate Finance Issues III Conference Paper. SSRN Web site. <http://ssrn.com/abstract=571002>, accessed September 2007.

Unpublished Footnote

³¹ Sarah Dodd, “Transnational Differences in Entrepreneurial Networks,” paper presented at the Eighth Global Entrepreneurship Research Conference, INSEAD, Fontainebleau, France, June 1998.

Bibliography

Dodd, Sarah. “Transnational Differences in Entrepreneurial Networks.” Paper presented at the Eighth Global Entrepreneurship Research Conference, INSEAD, Fontainebleau, France, June 1998.

> Databases

For examples of how to cite information from databases, see *Citations of Commercial Databases* on p. 34.

> E-Mail**Footnote**

³² Michael C. Jensen, “Response to Questions about Paper,” e-mail message to Sam Smith, May 24, 2001.

Bibliography

Jensen, Michael C. “Response to Questions about Paper.” E-mail message to Sam Smith, May 24, 2001.

Note: *The Chicago Manual of Style* says the following about e-mail addresses in citations: “An e-mail address belonging to an individual should be omitted. Should it be needed in a specific context, it must be cited only with the permission of its owner.”⁶

> Films

See *Movies, Videos, Webcasts*.

Examples of Citations – continued

> Government Documents

**Congressional
bills**⁷

Footnote
³³ Food Security Act of 1985, HR 2100, 99th Cong., 1st sess., *Congressional Record* 131, no. 132, daily ed. (October 8, 1985): H 8461.

³⁴ U.S. Congress., House, Food Security Act of 1985, HR 2100, 99th Cong., 1st sess., *Congressional Record* 131, no. 132, daily ed. (October 8, 1985): H 8353–8486.

**Congressional
hearings
(federal),
unpublished**⁸

Footnote
³⁵ Senate Committee on Foreign Relations, *Famine in Africa: Hearing before the Committee on Foreign Relations*, 99th Cong., 1st sess., January 17, 1985.

Bibliography

U.S. Congress. Senate. Committee on Foreign Relations. *Famine in Africa: Hearing before the Committee on Foreign Relations*, 99th Cong., 1st sess., January 17, 1985.

**Congressional
hearings
(federal),
published**⁹

Footnote
³⁶ House Committee on Banking and Currency, *Bretton Woods Agreements Act: Hearings on HR 3314*, 79th Cong., 1st sess., 1945, 12–14.

Note: According to the *Chicago Manual of Style*, “[B]ills or resolutions originating in the House of Representatives are abbreviated HR or HR Res., and those originating in the Senate, S or S Res. (all in roman). The title of the bill is italicized; it is followed by the bill number, the congressional session, and (if available) publication details in the *Congressional Record*.”¹⁰

**Report of U.S.
presidential
commission
(published
online)**

Footnote
³⁷ *Report of the Presidential Commission on the Space Shuttle Challenger Accident*, vol. 1, chap. 5 (Washington, DC: Government Printing Office, 1986), <http://history.nasa.gov/rogersrep/v1p97.htm>, accessed October 2002.

Bibliography

Report of the Presidential Commission on the Space Shuttle Challenger Accident, vol. 1, chap. 5. Washington, DC: Government Printing Office, 1986. <http://history.nasa.gov/rogersrep/v1p97.htm>, accessed October 2002.

**Testimony
before
congressional
committee
(published in
online and
printed form)**

Footnote

³⁸ U.S. Senate Committee on Homeland Security and Governmental Affairs, Subcommittee on Oversight of Government Management, the Federal Workforce, and the District of Columbia; GAO's 2005 High-Risk Update, testimony of The Honorable David M. Walker, Comptroller General of the United States, February 17, 2005, http://hsgac.senate.gov/_files/walkerhighriskstatement21705.pdf, accessed October 2006.

(Also available in print as GAO-05-350T (Washington, DC: Government Printing Office, 2005).)

For more examples of how to cite government documents, see *The Chicago Manual of Style*, 15th ed.

> **Illustrations**

Note: When citing a chart, illustration, or other graphical item, use the same style that is used to cite tables. See *Tables*.

> **Interviews**

Television ¹¹

Footnote

³⁹ McGeorge Bundy, interview by Robert MacNeil, *MacNeil/Lehrer News Hour*, Public Broadcasting System, February 7, 1990.

Bibliography

Bundy, McGeorge. Interview by Robert MacNeil. *MacNeil/Lehrer News Hour*. Public Broadcasting System, February 7, 1990.

**Published
or recorded**

Footnote

⁴⁰ Thomas R. Piper, *Leadership & Learning*, interview by JoAnn Olson, VHS, directed by Wren Jareckie, Bennington Films, 1993.

Bibliography

Piper, Thomas R. *Leadership & Learning*. Interview by JoAnn Olson. VHS, directed by Wren Jareckie. Bennington Films, 1993.

Unpublished

Footnote

⁴¹ Carl Sloane, interview by author, Cambridge, MA, July 4, 1998.

Bibliography

Sloane, Carl. Interview by author. Cambridge, MA, July 4, 1998.

Examples of Citations – continued

> Journals

See *Periodicals*.

> Legal Cases

| | |
|---------------------------|---|
| U.S. Supreme Court | Footnote ⁴² <i>Old Chief v. U.S.</i> , 117 S. Ct., 644 (1997). ¹² |
|---------------------------|---|

| | |
|-----------------------------|--|
| Lower federal courts | Footnote ⁴³ <i>Eaton v. IBM Corp.</i> , 925 F. Supp. 487 (S.D. Tex 1996). ¹³ |
|-----------------------------|--|

| | |
|-------------------------------|---|
| State and local courts | Footnote ⁴⁴ <i>Bivens v. Mobley</i> , 724 So. 2d 458, 465 (Miss. Ct. App. 1998). ¹⁴ |
|-------------------------------|---|

For more examples of legal citations, see the following resources:

The Chicago Manual of Style, 15th ed. (Chicago: University of Chicago Press, 2003), chap. 17.

The Bluebook: A Uniform System of Citation, 18th edition (Cambridge, MA: Harvard Law Review Association, 2005).

Association of Legal Writing Directors, *ALWD Citation Manual: A Professional System of Citation*, 3rd. ed. (Aspen Publishers, 2005).

Introduction to Basic Legal Citation, ed. Peter W. Martin (Cornell Law School, Legal Information Institute, 2007), <http://www.law.cornell.edu/citation/>.

> Magazines

See *Periodicals*.

> Maps

| | |
|---------------------------|---|
| Public domain maps | Footnote ⁴⁵ University of Texas Libraries, University of Texas at Austin, Perry Castañeda Library Map Collection, http://www.lib.utexas.edu/maps/ , accessed May 2007. |
|---------------------------|---|

Bibliography

University of Texas Libraries. University of Texas at Austin. Perry Castañeda Library Map Collection. <http://www.lib.utexas.edu/maps/>, accessed May 2007.

**Public
domain
maps**

Footnote

⁴⁵ U.S. Department of the Interior, U.S. Geological Survey, National Map Team, <http://nmviewogc.cr.usgs.gov/>, accessed February 2006.

Bibliography

U.S. Department of the Interior. U.S. Geological Survey. National Map Team. <http://nmviewogc.cr.usgs.gov/>, accessed February 2006.

**Copyrighted
maps**

Source line

⁴⁷ Used by permission of Graphic Maps, a d/b/a of the Woolwine-Moen Group, © 2007 Graphic Maps. All rights reserved. <http://www.graphicmaps.com/webimage/countrys/africa/africa.htm>, accessed July 2007.

Bibliography

Graphic Maps, a d/b/a of the Woolwine-Moen Group. © 2007 Graphic Maps. All rights reserved. <http://www.graphicmaps.com/webimage/countrys/africa/africa.htm>, accessed July 2007.

Note: The wording of citations for copyrighted information will vary according to each copyright holder's requirements.

> Marketing Reports

Footnote

⁴⁸ Jim Neil et al., "Digital Marketing," The Forrester Report 2:8 (April 1998), Forrester Research, Inc., <http://www.forrester.com>, accessed June 2000.

Bibliography

Neil, Jim, Bill Bass, Jill Aldort, and Cameron O'Connor. "Digital Marketing." The Forrester Report 2:8 (April 1998). Forrester Research, Inc. <http://www.forrester.com>, accessed June 2000.

> Memorandums

Footnote

⁴⁹ Harold Lehman to Runako Gregg, memorandum regarding [subject], [date], [company], from [source of memorandum].

Bibliography

Lehman, Harold, to Runako Gregg. Memorandum regarding [subject], [date], [company]. [Source of memorandum].

Examples of Citations – continued

> Movies

Movie**Footnote**

⁵⁰ *Jerry McGuire*, directed by Cameron Crowe (Columbia/TriStar Pictures, 1996).

Bibliography

Jerry McGuire. Directed by Cameron Crowe. Columbia/TriStar Pictures, 1996.

Movie**Footnote****(on DVD)**

⁵¹ *Jerry McGuire*, directed by Cameron Crowe (Columbia/TriStar Pictures, 1996; Sony Pictures, Special Edition DVD, 2002).

See also *Videos; Webcasts*.

> News Web Sites

Signed**Footnote**

⁵² Wylie Wong, “Software giants unite for Web services,” ZDNet News, February 5, 2002, http://news.zdnet.com/2100-1009_22-830090.html, accessed December 2005.

Bibliography

Wong, Wylie. “Software giants unite for Web services.” ZDNet News, February 5, 2002. http://news.zdnet.com/2100-1009_22-830090.html, accessed December 2005.

Unsigned**Footnote**

⁵³ “Mattel: Third Recall of Toys from China,” September 5, 2007, CBS News, <http://www.cbsnews.com/stories/2007/09/04/business/main3233138.shtml>, accessed September 8, 2007.

Bibliography

CBS News. “Mattel: Third Recall of Toys from China.” September 5, 2007. <http://www.cbsnews.com/stories/2007/09/04/business/main3233138.shtml>, accessed September 8, 2007.

Notes: In a bibliographic entry for an unsigned article, the name of the news organization (e.g., CBS News) should stand in place of the author.¹⁵

Names of news Web sites (e.g., Reuters, CBS News) should appear in roman (vs. italic) type.

> Newspapers (Printed)

| | |
|--|---|
| Signed newspaper article (in special section) | Footnote ⁵⁴ Thomas Smith, "New Debate over Business Records," <i>The New York Times</i> , December 31, 1978, sec. 3, p. 5. |
| | Bibliography Smith, Thomas. "New Debate over Business Records." <i>The New York Times</i> , December 31, 1978, sec. 3, p. 5. |

| | |
|-----------------------------------|---|
| Unsigned newspaper article | Footnote ⁵⁵ "Raising Taxes on Private Equity," <i>The New York Times</i> , June 26, 2007, p. E6. |
| | Bibliography <i>The New York Times</i> , "Raising Taxes on Private Equity," June 26, 2007, p. E6. |

| | |
|---|---|
| Unsigned newspaper editorial (without title) | Footnote ⁵⁶ Editorial, <i>The Wall Street Journal</i> , August 28, 1997, p. A19. |
| | Bibliography <i>The Wall Street Journal</i> . August 28, 1997. Editorial concerning interest rates. |

Note: In a bibliographic entry for an unsigned newspaper article, the name of the newspaper should stand in place of the author). ¹⁶

> Newspapers (Online)

| | |
|--------------------------------------|---|
| Article from online newspaper | Footnote ⁵⁷ Kenneth L. Gilpin, "Stocks Soar Amid a Broad Rally on Wall Street," <i>The New York Times</i> , July 29, 2002, http://www.nytimes.com/2002/07/29/business/29CND-STOX.html , accessed July 2002. |
| | Bibliography Gilpin, Kenneth L. "Stocks Soar Amid a Broad Rally on Wall Street." <i>The New York Times</i> , July 29, 2002. http://www.nytimes.com/2002/07/29/business/29CND-STOX.html , accessed July 2002. |

Examples of Citations – continued

> Notes

HBS technical notes are often referred to as *notes*. When citing notes, follow the style that is used to cite cases.

> Periodicals (Printed)

Signed articles

Footnote

⁵⁸ Paul A. Gompers, “The Rise of Venture Capital,” *Business and Economic History* 23 (Winter 1994): 12.

Bibliography

Gompers, Paul A. “The Rise of Venture Capital.” *Business and Economic History* 23 (Winter 1994): 1–24.

Footnote

⁵⁹ Steven Levy, “The Connected Company,” *Newsweek*, April 28, 2003, pp. 48–52.

Bibliography

Levy, Steven. “The Connected Company.” *Newsweek*, April 28, 2003, pp. 48–52.

Unsigned articles

Footnote

⁵⁰ “Leading Ferociously,” a conversation with Daniel Goldin, *Harvard Business Review* 80, no. 5 (May 2002): 22–25.

Bibliography

“Leading Ferociously.” A conversation with Daniel Goldin. *Harvard Business Review* 80, no. 5 (May 2002): 22–25.

Footnote

⁶¹ “Choosing the Right Nursing Home,” *Family Health* 10 (September 1978): 8.

Bibliography

“Choosing the Right Nursing Home.” *Family Health* 10 (September 1978): 8–10.

> Periodicals (Online)

Article from online journal **Footnote**
⁶² Joseph Ntayi, "Work Ethic, Locus of Control, and Sales Force Task Performance," *Journal of African Business* 6, nos. 1, 2 (2005): 155, via ProQuest, ABI/Inform, www.proquest.com, accessed October 2006.

Bibliography

Ntayi, Joseph. "Work Ethic, Locus of Control, and Sales Force Task Performance." *Journal of African Business* 6, nos. 1, 2 (2005): 155. ProQuest, ABI/Inform. www.proquest.com, accessed October 2006.

Article from online magazine **Footnote**
⁶³ Richard Tomlinson, "The World's Most Popular Sport Is a Mess of a Business," *Fortune*, May 27, 2002, <http://www.fortune.com/indexw.jhtml?channel=208013>, accessed June 2002.

Footnote

⁶⁴ Joseph Ntayi, "Work Ethic, Locus of Control, and Sales Force Task Performance," *Journal of African Business* 6, nos. 1, 2 (2005): 155, via ProQuest, ABI/Inform, www.proquest.com, accessed October 2006.

> Podcasts

Note: In this guide, "podcast" refers to an audio file and "webcast" to a video file. Citations of podcasts and webcasts are similar to citations of Web sites.

As the following examples show, some Web sites use the term "podcast" or "webcast" and others specify the file type, such as "audio" or "video."

See also *Webcasts*.

Footnote

⁶⁵ Financial Industry Regulatory Authority (FINRA), "Anti-Money Laundering: Examples of Red Flags," April 12, 2007, podcast, FINRA Web site, <http://www.finra.org/RulesRegulation/ComplianceTools/FINRAPodcasts/PodcastIndex/index.htm>, accessed September 2007.

Footnote

⁶⁶ "Global Business: Food for Fuel," Peter Day, February 27, 2007, audio file, BBC World Service, <http://www.bbc.co.uk/>, accessed September 2007.

Examples of Citations – continued

> Podcasts – continued

Footnote

⁶⁷ Wharton School, University of Pennsylvania, “Home Truths about the Housing Market,” September 5, 2007, audio file, Knowledge@Wharton, <http://knowledge.wharton.upenn.edu/article.cfm?articleid=1802>, accessed September 8, 2007.

Note: If no author is listed for a publication issued by an organization or corporation, then the organization should be listed as the author (in bibliographic entries).¹⁷

Powerpoint Presentations

See *Slide Presentations*.

Press Releases

Printed

Footnote

⁶⁸ “Sun Charts Strategy for Services to Deliver High-Value Network Computing Environments,” Sun Microsystems press release (Santa Clara, CA, December 3, 2002).

Bibliography

“Sun Charts Strategy for Services to Deliver High-Value Network Computing Environments.” Sun Microsystems press release. Santa Clara, CA, December 3, 2002.

On the Web

Footnote

⁶⁹ “NASD Fines Wachovia Securities \$2 Million for Fee-Based Account Violations,” NASD press release, June 21, 2007, on FINRA Web site, <http://www.finra.org/PressRoom/NewsReleases/2007NewsReleases/P019312>, accessed September 2007.

Bibliography

NASD (National Association of Securities Dealers). “NASD Fines Wachovia Securities \$2 Million for Fee-Based Account Violations.” NASD press release, June 21, 2007. FINRA Web site. <http://www.finra.org/PressRoom/NewsReleases/2007NewsReleases/P019312>, accessed September 2007.

> Proceedings

See *Conference Papers*.

> Radio Programs

Footnote

⁷⁰ “Indian Software Firm to Outsource to U.S.,” Adam Davidson, Morning Edition, National Public Radio, September 6, 2007, <http://www.npr.org/templates/story/story.php?storyId=14204620&ft=1&f=1006>, accessed September 2007.

Bibliography

“Indian Software Firm to Outsource to U.S.” Adam Davidson. Morning Edition, National Public Radio, September 6, 2007. <http://www.npr.org/templates/story/story.php?storyId=14204620&ft=1&f=1006>, accessed September 2007.

Footnote

⁷¹ “Plans for Nuclear Waste Dump Hit a Snag,” Michele Norris, All Things Considered National Public Radio, September 5, 2007, <http://www.npr.org/templates/story/story.php?storyId=14191377>, accessed September 2007.

Note: See also *Podcasts*.

> SEC Filings

Footnote

⁷² Amazon.com, Inc., June 30, 1997 Form 10-Q (filed August 14, 1997), via Thomson Research, accessed June 2007.

⁷³ Alcoa Inc., March 31, 2006 Form 10-Q (filed April 26, 2006), http://www.alcoa.com/global/en/investment/pdfs/10Q1Q06_5_12.pdf, accessed July 2007.

Bibliography

Amazon.com, Inc. June 30, 1997 Form 10-Q. Filed August 14, 1997. Thomson Research, accessed June 2007.

Alcoa Inc. March 31, 2006 Form 10-Q. Filed April 26, 2006. http://www.alcoa.com/global/en/investment/pdfs/10Q1Q06_5_12.pdf, accessed July 2007.

Examples of Citations – continued

> Secondary Sources

Note: It is best to consult an original source whenever possible. If the original source is unavailable, however, use the following style. (In the examples below, the Zukofsky article is the original source.)

Footnote

⁷⁴ Louis Zukofsky, “Sincerity and Objectification” *Poetry* 37 (February 1931): 269, quoted in Bonnie Costello, *Marianne Moore: Imaginary Possessions* (Cambridge, MA: Harvard University Press, 1981), p. 78. **18**

Bibliography

⁷⁵ Zukofsky, Louis. “Sincerity and Objectification.” *Poetry* 37 (February 1931): 269. Quoted in Bonnie Costello, *Marianne Moore: Imaginary Possessions* (Cambridge, MA: Harvard University Press, 1981), p. 78. **19**

> Slide Presentations

Footnote

⁷⁶ Linda K. Olsen, “Permissions and Copyright Issues for Cases,” PowerPoint presentation to Research Associates, July 24, 2002. Harvard Business School, Boston, MA.

Bibliography

Olsen, Linda K. “Permissions and Copyright Issues for Cases.” PowerPoint presentation to Research Associates, July 24, 2002. Harvard Business School, Boston, MA.

> Tables

Data from a table

Source line

Source: Data excerpted from Michael Y. Yoshino and Thomas B. Lifson, *The Invisible Link* (Cambridge: MIT Press, 1986), p. 78, Table 4.3.

Bibliography

Yoshino, Michael Y. and Thomas B. Lifson. *The Invisible Link*. Cambridge: MIT Press, 1986.

Data from text (for a table)

Source line

Source: Data from Richard S. Tedlow, *New and Improved* (New York: Basic Books, 1996), p. 157.

Bibliography

Tedlow, Richard S. *New and Improved*. New York: Basic Books, 1996.

**Entire table
(or other
graphical
item)**

Source line

Source: Michael E. Porter, *Competitive Strategy* (New York: The Free Press, 1998) p. 73, Figure 3–4. Used with permission from The Free Press.

Bibliography

Porter, Michael E. *Competitive Strategy*. New York: The Free Press, 1998. Chap. 3, Figure 3–4.

> **Technical Notes**

HBS technical notes are often referred to as *notes*. When citing notes, follow the style that is used for cases.

> **Television Programs**

Footnote

⁷⁷ PBS, *Frontline*, “Blackout: Interview with Ken Lay,” March 27, 2001, <http://www.pbs.org/wgbh/pages/frontline/shows/blackout/interviews/lay.html>, accessed August 2004.

Bibliography

PBS, *Frontline*. “Blackout: Interview with Ken Lay.” March 27, 2001. <http://www.pbs.org/wgbh/pages/frontline/shows/blackout/interviews/lay.html>, accessed August 2004.

> **Theses and Dissertations**

Footnote²⁰

⁷⁸ Andrew J. King, “Law and Land Use in Chicago: A Pre-history of Modern Zoning” (Ph.D. diss., University of Wisconsin, 1976), pp. 32–37.

Bibliography

King, Andrew J. “Law and Land Use in Chicago: A Pre-history of Modern Zoning.” Ph.D. diss., University of Wisconsin, 1976.

Examples of Citations – continued

> Videos

**Commercial
video**

Footnote

⁷⁹ *National Treasure*, dir. Jon Turteltaub (Touchstone Pictures, Jerry Bruckheimer Films, 2004; VHS, Buena Vista Home Video, 2005).

Footnote

⁸⁰ *Forrest Gump*, dir. Robert Zemeckis (Paramount Pictures, 1994; DVD, Paramount, 2001).

> Webcasts

Note: In this guide, “podcast” refers to an audio file and “webcast” to a video file. Citations of podcasts and webcasts are similar to citations of Web sites.

As the following examples show, some Web sites use the term “podcast” or “webcast” and others specify the file type, such as “audio” or “video.”

Footnote

⁸¹ John Mackey and Michael Pollan, “The Past, Present, and Future of Food,” speech given on February 27, 2007, at the University of California School of Journalism, http://webcast.berkeley.edu/event_details.php?webcastid=19147&p=1&ipp=15&cat, accessed March 2007.

Bibliography

Mackey, John, and Michael Pollan. “The Past, Present, and Future of Food.” Speech given February 27, 2007, at University of California School of Journalism. http://webcast.berkeley.edu/event_details.php?webcastid=19147&p=1&ipp=15&cat, accessed March 2007.

Footnote

⁸² Maggie Taggart, “Tax deal boosts film business,” April 12, 2007, video file, BBC News, <http://www.bbc.co.uk/>, accessed September 6, 2007.

Footnote

“Romania’s Economic Journey,” Nigel Cassidy, September 26, 2006, video file, BBC News, <http://www.bbc.co.uk/>, accessed September 2007.

See also *Videos*.

> Web Sites

Company Web site **Footnote**
⁸³ Walt Disney Company, “Disney’s Investors Relations—FAQs,” Walt Disney Company Web site, <http://disney.go.com/corporate/investors/shareholder/faq.html>, accessed June 1999.

Bibliography

Walt Disney Company. “Disney’s Investors Relations—FAQs.” Walt Disney Company Web site. <http://disney.go.com/corporate/investors/shareholder/faq.html>, accessed June 1999.

Personal Web site **Footnote**
⁸⁴ Nathan Shedroff, <http://www.nathan.com/>, accessed August 2007.

Bibliography

Shedroff, Nathan. <http://www.nathan.com/>, accessed August 2007.

See also *Blogs; Podcasts; Webcasts*.

> Working Papers (Printed)

Printed **Footnote**
⁸⁵ Ashish Nanda, “Implementing Organizational Change,” HBS Working Paper No. 96-034, 1996, p. 4.

Bibliography

Nanda, Ashish. “Implementing Organizational Change.” HBS Working Paper No. 96-034, 1996.

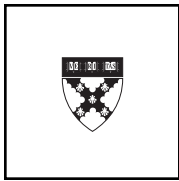
Note: The copyright holder for academic working papers is typically the author.

> Working Papers (Online)

On the Web **Footnote**
⁸⁶ Josh Lerner, “150 Years of Patent Protection,” HBS Working Paper No. 00-040, 1999, <http://www.hbs.edu/research/facpubs/workingpapers/abstracts/9900/00-040.html>, accessed May 2001.

Bibliography

Lerner, Josh. “150 Years of Patent Protection,” HBS Working Paper No. 00-040, 1999. <http://www.hbs.edu/research/facpubs/workingpapers/abstracts/9900/00-040.html>, accessed May 2001.



Citations of Commercial Databases

This section shows how to cite information from commercial databases. A few notes about the examples:

- Brackets [...] indicate variables to be supplied by the writer. For example, [Description of information] should be replaced by the author's name, the title of work, date, publisher, and any other details that would help a reader find the information.
- The following citations refer to information owned by database vendors as well as other information providers. When you cite information from databases, remember to mention both the copyright holder/owner of the information as well as the entity that made the information available. In addition, if you want to distribute the information outside the classroom, you should contact the copyright holder, which may be a different entity than the information provider. **Be sure to check the copyright holder's requirements before distributing any of their information outside the classroom.**
- URLs are optional in database citations. If you include them, use only the briefest form which points to the main page of the database.
- The following examples cover the most frequently used databases at Baker Library. To cite other databases, try to adapt these examples, or contact rreiser@hbs.edu.

ABI/ProQuest

Generic Example

Source: [Description of information — e.g., author,title,publisher, date, etc.], via ProQuest, ABI/Inform, www.proquest.com, accessed [month/year].

Specific Example

Source: "Gold mine finds enough to dig itself out of hole," *Sacramento Business Journal*, July 30, 2004, via ProQuest, ABI/Inform, www.proquest.com, accessed September 2004.

Bloomberg

Information Owned by Bloomberg

Source: Bloomberg LP, accessed [month/year].

Other Information

Source: [Description of information], via Bloomberg LP, accessed [month/year].

Business Source Complete

Source: [Description of information], Business Source Complete, via EBSCO.

Capital IQ (see *Standard & Poor's*)

Compustat (see *Standard & Poor's*)

Datastream

Information Owned by Datastream

Source: Thomson Datastream, accessed [month/year].

Other Information

Source: [Description of information], via Thomson Datastream, accessed [month/year].

Economist Intelligence Unit (EIU)

Source: Economist Intelligence Unit, [Description of information—e.g., *EIU Country Data* or *EIU Country Report*, author, title, date, etc.], www.eiu.com, accessed [month/year].

Euromonitor (see *Global Market Information Database*)

Factiva

Source: [Description of information], via Factiva, accessed [month/year].

Forrester

Source: [Description of information—e.g., author, title, volume no., date, etc.], Forrester Research, Inc., accessed [month/year].

Frost & Sullivan

Source: [Description of information], Frost & Sullivan, accessed [month/year].

Gartner

Text:

Source: [Description of information], Gartner, Inc., accessed [month/year].

Graphics:

Source: [Source line under graphic], as published in [description of info.], Gartner, Inc., accessed [month/year].

Global Financial Data

Source: [Description of information], Global Financial Data, Inc., accessed [month/year].

Global Market Information Database (GMID)

[Description of information], Euromonitor International, www.euromonitor.com, accessed [month/year].

Citations of Commercial Databases – continued

Hoover's

Information Owned by Hoover's

Source: [Description of information], Hoover's, Inc., www.hoovers.com, accessed [month/year].

Other Information

Source: [Description of information], via Hoover's, Inc., www.hoovers.com, accessed [month/year].

I/B/E/S

Source: I/B/E/S, a Thomson Financial product, accessed [month/year].

Investext (see Thomson Research — Investext Research Bank)

ISI Emerging Markets

Information Owned by ISI

Source: [Description of information], ISI Emerging Markets, www.securities.com, accessed [month/year].

Other Information

Source: [Description of information], via ISI Emerging Markets, www.securities.com, accessed [month/year].

JSTOR

Source: [Description of information], via JSTOR, accessed [month/year].

Jupiter

Source: [Description of information], Jupiter Research, accessed [month/year].

LexisNexis

Source: [Description of information], via LexisNexis, accessed [month/year].

OneSource

Information Owned by OneSource

OneSource Business Browser, OneSource Information Services, Inc., accessed [month/year].

Other Information

[Description of information], via OneSource Business Browser, OneSource Information Services, Inc., accessed [month/year].

SDC (Securities Data Company)

Source: [Description of information], SDC Platinum, a Thomson Financial product, accessed [month/year].

SourceOECD

Source: [Description of information], SourceOECD, www.oecd.org, accessed [month/year].

Spectrum

Source: [Description of information], CDA/Spectrum, a Thomson Financial product, accessed [month/year].

Standard & Poor's (S&P)**Capital IQ**

Source: [Description of information], Capital IQ, Inc., a division of Standard & Poor's.

Compustat Data via WRDS

Source: Standard & Poor's Compustat® data, accessed [month/year].

Compustat Data via Research Insight

Source: Standard & Poor's Compustat® data via Research InsightSM, accessed [month/year].

Execucomp

Source: Standard & Poor's Compustat® Execucomp data, accessed [month/year].

Industry Surveys

Source: Standard & Poor's Industry Surveys via NetAdvantage, accessed [month/year].

Emerging Markets Database

Source: Standard & Poor's Emerging Markets Database, accessed [month/year].

Thomson ONE Banker

Source: [Description of information], Thomson ONE Banker, accessed [month/year].

Thomson Research

Source: [Description of information], Thomson Research, accessed [month/year].

Thomson Research — Investext Research Bank**Information Owned by Thomson**

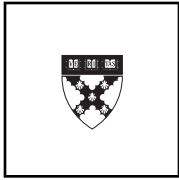
Source: Thomson Research/Investext, accessed [month/year].

Other Information

Source: [Description of information], via Thomson Research/Investext, accessed [month/year].

World Development Indicators and Reports (WDI Online)

Source: World Development Indicators database, accessed [month/year].

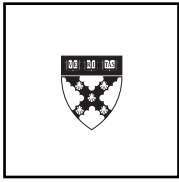


URLs

Microsoft Word automatically converts URLs to active links. This can make it difficult to edit the surrounding text without activating the links. To prevent this problem in printed documents, use the following procedure.

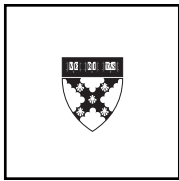
To deactivate an active link:

1. In a Word document, right-click on the link.
2. Choose “Remove Hyperlink.”



Endnotes

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- ¹ Gordon Harvey, "The Role of Sources," in *Writing with Sources: A Guide for Harvard Students*, second edition (Indianapolis/Cambridge: Hackett Publishing Company, 2008), p. 14, <http://isites.harvard.edu/fs/docs/icb.topic273248.files/WritingSourcesHarvard.pdf>, accessed October 2008.
 - ² *The Chicago Manual of Style*, 15th ed. (Chicago: University of Chicago Press, 2003), section 16.42.
 - ³ *Ibid.*, section 17.216.
 - ⁴ *Ibid.*, section 17.213.
 - ⁵ *The Chicago Manual of Style FAQ*, section about "Documentation" (University of Chicago, June 20, 2002), <http://www.press.uchicago.edu/Misc/Chicago/cmosfaq>, accessed August 2002.
 - ⁶ *The Chicago Manual of Style*, 15th ed., section 17.208.
 - ⁷ *Ibid.*, section 17.309.
 - ⁸ *Ibid.*, section 17.307.
 - ⁹ *Ibid.*
 - ¹⁰ *Ibid.*, section 17.309.
 - ¹¹ *The Chicago Manual of Style*, 14th ed. (Chicago: University of Chicago Press, 1993), section 15.264.
 - ¹² *The Chicago Manual of Style*, 15th ed., section 17.284.
 - ¹³ *Ibid.*, section 17.285.
 - ¹⁴ *Ibid.*, section 17.286.
 - ¹⁵ *Ibid.*, section 17.47.
 - ¹⁶ *Ibid.*, section 17.192.
 - ¹⁷ *Ibid.*, section 17.47.
 - ¹⁸ *Ibid.*, section 17.274.
 - ¹⁹ *Ibid.*
 - ²⁰ *The Chicago Manual of Style*, 14th ed., section 15.271.



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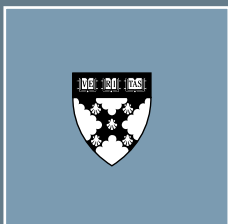
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