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Lecture Notes 5

Tomi Nokelainen

Principles of Citing and Referencing in Scientific Writing

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TAMPERE UNIVERSITY OF TECHNOLOGY

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FOREWORD

The aim of this guide is to outline the general principles and practices of generally appropriate and acceptable citing and referencing in scientific writing.

This guide should be conformed to especially in course exercises and theses written at the Department of Business and Technology Management in Tampere University of Technology. The guidelines presented are, however, general in nature and therefore apply to all scientific writing.

Therefore the primary purpose of this guide is that the reader becomes familiar with what scientific writing and referencing is all about, why it is used and how one can comply with its principles. Thus, the technical and rhetorical means with which one can easily and fluently integrate citations in the flow of one's text are – while important, and in the case of some texts such as theses, rather precisely specified – of secondary importance with regard to this guide.

Admittedly, the notions of authorship and "ownership" of text can vary from culture to culture (Sowden 2005) and even within a culture from era to era (Pennycook 1996), thus affecting the attitude towards – or even the need for – acknowledging others' contributions in one´s own text with citing and referencing. However, this guide presents the principles of citing and referencing that are the norm, and hence expected, in scientific writing in the cultural realm to which Finland belongs.

This guide includes several examples in the form of passages of text that illustrate possible situations of citing and referencing. All such passages are written solely for the purpose of this guide and therefore all the (complete) works that are mentioned in their commentaries are fictitious.

This guide is available also in Finnish (*Lähdeviittauskäytännön periaatteet tietellisessä kirjoittamisessa*).

In Tampere, 1.9.2011

Tomi Nokelainen

SOURCES IN SCIENTIFIC WORK AND WRITING: AN OVERVIEW

Scientific writing is, according to one view (e.g. Matthews and Matthews 2008, p. 1), concerned about reporting scientific research and especially its findings. Scientific research, in turn, is characterized by the scientific method according to which the research is carried out (see e.g. Gauch 2003).

Scientific knowledge (i.e. knowledge obtained as a result of scientific research) is cumulative in nature (e.g. Wojciechowski 2001, pp. 110-111). In other words, new scientific knowledge adds to the previously existing body of knowledge.

Because of the cumulative nature of scientific knowledge, references constitute an important element in scientific research and writing. First, by consulting appropriate sources it is possible – and in most cases necessary – to find out what currently is known about a topic of interest and, consequently, what is not known (i.e. what has not been subject to research thus far).

Second, in most cases sources can also provide valuable input information for research. For example, it may be possible to derive hypotheses[1] to be tested in one's own research from the results of previous research (given that it is appropriate to organize one's own research around hypothesis testing). Or, in the case of conceptual research, it may be possible to merge two established but previously separate conceptual models into a new, more comprehensive model. Moreover, in practically all research it is possible and beneficial to seek to increase the credibility in one's own argumentation with references to sources which advance consistent views.

One characteristic feature of the scientific method is the aim of reproducibility (see e.g. Sarkar and Pfeifer 2006, p. 270). The aim of reproducibility means that it should be possible for another researcher to replicate (i.e. reproduce) the research in order to see whether he or she can obtain the same results with the same data using the same method. Admittedly, in social sciences – to which management sciences belong – the ideal of reproducibility is rather rarely obtained. Despite this, the research should be reported in such detail that reproducibility is as high as possible. And, because virtually all research utilizes sources in one role or another, also the use of sources must be reported in sufficient detail.

In the case of course exercises and undergraduate theses the main issue of concern is not, however, scientific newness. Thus, the notion of scientific knowledge cumulation applies to these works usually to a very limited extent. Nonetheless, in these works, too, it is, with very few exceptions, necessary to build upon existing knowledge (e.g. to apply a particular conceptual framework, or utilize some established facts about a particular phenomenon). Moreover, these are written works carried out within an academic community. Thus, the principles concerning how to appropriately work with sources are important in the case of course exercises and undergraduate theses, too.

[1] Hypothesis here means a well-founded assumption which is tested in the research.

WHAT IS CITING AND REFERENCING?

Citing means referencing (i.e. pointing to) an external information source – published or not – which an author has utilized in his or her own work[2]. A reference, in turn, is an entry in the bibliography (or list of references) of the written work, which provides sufficiently detailed information to identify unambiguously the source in question. Citing and referencing is a common practice in factual writing and a nearly universal norm in scientific writing.

Thus, through citing and referencing an author acknowledges which information and which sources he or she has utilized in specific stages of his or her work and in specific positions and functions in his or her text, thereby giving credit for this information to its original author or authors.

Such sources include all conceivable sources that the author has actually utilized, such as

- Books or other monographs (such as theses and other research reports)
- Newspapers, magazine and journals (and in the case of scientific writing, most often the individual articles they contain)
- Internet pages, including also their non-textual material (e.g. images, figures, graphs and tables)
- Technical documentation
- Standards
- Patents
- Interviews
- Correspondence
- Teaching material
- Presentations, speeches and other public performances
- Television and radio programs
- Internal organizational documents (e.g. meeting minutes and memoranda)

There are many formats a given source can be in. For example, a book or a journal article can appear in a printed and/or electronic format. Or correspondence can have been carried out with written letters, emails or text messages (i.e. SMS messages). Nonetheless, the format of a given source does not affect the necessity to cite it in any way – all information which originates from an external source must be indicated with appropriate citing and referencing.

Correspondingly, many source types can contain information intended for different target audiences. For example, newspapers and journals appropriate for a course assignment or a thesis can include those for the general audience (e.g. *The New York Times* and *The Daily Telegraph*), for a more specialized audience (e.g. *The Wall Street Journal* and *Financial Times*), for the scientific community at large (e.g. *Nature* and *Science*), and for the scientific community within a particular discipline (e.g. *Academy of Management Journal* and *Administrative Science Quarterly*). The format of a source and its target audience do not

[2] "Work" here refers to both the actual (written) report such as a course assignment or a thesis, and all the other efforts such a report necessitates (e.g. performing statistical analyses or transcribing interview recordings).

affect the need for appropriate citing and referencing in any way – nor does any other source property.

In practice, citing and referencing encompasses two main aspects: 1. in-text[3] citations, and 2. the list of references of the work in which all the sources cited in the text (and only those) are enumerated in sufficient detail.

Example 1

One way to perceive the dynamics of technological progress is the cyclical model of technological change, which suggests that the life cycle of each technological generation consists of four distinct phases (Anderson and Tushman 1990).

The text passage in this example features an in-text citation in which the author refers to an article published by Anderson and Tushman (1990) introducing a cyclical model of technological change.

Example 2

Anderson, P. & Tushman, M. L. 1990. Technological discontinuities and dominant designs: A cyclical model of technological change. Administrative science quarterly. Vol. 35(4), pp. 604-633.

The text passage in this example features an entry from the reference list of the work that also contains the text passage of Example 1. More precisely, this entry provides, following one possible technical notation, the reference details that unambiguously identify the source cited in Example 1.

This example indicates that the source is an article, entitled "Technological discontinuities and dominant design: A cyclical model of technological change", authored by P. Anderson and M. L. Tushman, and published in the year 1990 in a scientific journal (*Administrative Science Quarterly*). Furthermore, the article runs on pages 604-633 in the 4^{th} issue of the 35^{th} (annual) volume of the journal.

With these reference details a reader of the work is able, if he or she wishes, to search for and obtain the source in question for closer study.

There must be one-to-one correspondence between the in-text citations and the reference list of a work. In other words, the reference list must encompass references to all the sources an author has actually utilized and cited in his or her work. Thus, it is not acceptable to "bloat" a reference list with references to sources that an author has not actually utilized in his or her work.

[3] Here, "text" encompasses all contents of the work including also, for example, all captions for figures and tables.

There are many alternative ways to denote in-text citations – that used in Example 1 is only one possibility. The precise practice of denotation is of no special importance with regard to the principles of proper citation as long as the following criteria are met. First, the chosen practice of denotation must be used consistently throughout the work. And second, the practice must be such that an in-text citation unambiguously identifies the reference in the reference list to which an author refers in the citation.

However, in some cases – such as in the case of theses – there may be specific and detailed requirements with regard to appropriate denotation for in-text citations. For example, there are guidelines for denotation to be followed in theses written in Tampere University of Technology in general (Tampere University of Technology 2006/2010, pp. 19-22) and at the Faculty of Business and Technology Management in particular (Seppänen, Pajarre and Hannula 2008, pp. 24-25 and Appendix 9).

Correspondingly, there are several alternative ways to denote the details for cited sources in a reference list. With regard to the principles of citing and references it is of no special importance which denotation is followed as long as the following criteria are met. First, the practice chosen must be used consistently throughout the reference list. Second, the practice must be such that is allows each reference mentioned in the in-text citations to be identified unambiguously in the reference list. And third, it must provide clearly all necessary reference details needed for the reader to unambiguously identify, search for and obtain all the referenced sources.

However, as in the case of in-text citations, sometimes – such as in the case of theses – there may be particular requirements with regard to the denotation of references. Again, there are specific guidelines to be followed in theses written in Tampere University of Technology in general (Tampere University of Technology 2006/2010, pp. 22-28) and at the Faculty of Business and Technology Management in particular (Seppänen, Pajarre and Hannula 2008, pp. 25-26 and Appendix 9).

One possible – and relatively commonly used – denotation for in-text citations and reference lists is the name-year system, also known as the Harvard system of referencing. Seppänen, Pajarre and Hannula (2008) provide the outlines of this system (pp. 19-26 and Appendix 9) and therefore these are not recapitulated here. There are also useful online resources, which illustrate how this system can be used in practice (e.g. Anglia Ruskin University 2011).

Nonetheless, scientific disciplines may also differ with regard to what kinds of denotations are generally embraced. For example, in technical sciences the number system (see Tampere University of Technology 2006/2010, pp. 19-28) is in relatively common use. Furthermore, specific publication outlets (such as scientific journals) within a particular discipline may have slightly different notation practices (c.f. e.g. Strategic Management Journal 2011; Academy of Management Journal 2008).

WHY CITING AND REFERENCING?

Citing a reference shows to the reader of the work where its author has utilized (and consequently refers to) information in an external source. By doing so the author gives the original author or authors credit for this information instead of claiming to be the original source of this information him or herself.

There are also other, perhaps more practical, reasons for citing and referencing. First, this practice, in principle, enables the reader of the work to obtain the cited source in order to ensure that the author has used the information in the source correctly (e.g. by checking that the research results reported in the source have been understood correctly by the author) [4].

Secondly, if the reader is interested in the subject and wants to learn more about it, the reference list may serve as a valuable list of sources for further reading. Correspondingly, the bibliographies or reference lists of these sources offer even more information about the subject matter, and so on.

From the point of view of the author him or herself, in turn, when an author mentions that some information originates from an external source, he or she is not (at least primarily) responsible for the truthfulness and/or justification of this information because the information is not original to him or her.

Example 3

An economic system based on free markets has been argued to be one of the most important innovations of the mankind (Keeley 2007).

In this example the author does not claim personally that an economic system based on the free market is one of the most important innovations of mankind, but rather refers to a source in which this claim has been made. Based on this excerpt alone, however, the author appears to give the impression that he or she agrees with the claim. Nonetheless, because the author of the excerpt attributes this claim to the author of an external source, the author does not have to provide extensive justification for the claim, as the (main) responsibility of doing so is transferred to the author of the source.

Had the author instead omitted the citation, however, the claim would be attributed to the author him or herself, and consequently the author would need to provide sufficient argumentation to justify the claim.

[4] "In principle" refers to the fact that it may be the case that not all readers of the work have immediate and open access to all the references to which the author has had access. For example, several scientific journals are not immediately, openly and freely accessible outside a university setting. Moreover, it may be the case that some sources (such as interview records or documentation confidentially entrusted to the author) are completely inaccessible for all readers. However, none of these or similar considerations diminish the need or otherwise change the principles of citing and referencing in any way.

Furthermore, the references cited in a work can attach the work to a particular stream or sub-stream of scientific discussion, because particular discussion is usually carried out by certain scholars and/or in certain scientific journals. Thus, having multiple citations of works by such scholars and/or in such journals gives the impression that the author wishes to participate in a particular discussion. This aspect, however, plays little or no role in course exercises and undergraduate theses.

Instead, teachers and theses supervisors often use the list of references as one indicator of the thoroughness of the works they evaluate. Thus, if it is beneficial for the author of the work to study his or her topic broadly and/or in depth – as usually is the case – this can be demonstrated – and detected – in the use of references. Consequently, one way to demonstrate one's knowledge about the subject matter of the work is to cite references that have different points of view.

> **Example 4**
>
> *Even though the merits of the resource-based view of the firm (Wernerfelt 1984) are subject to debate within the scholarly community, some arguing for it (e.g. Barney 2001; Makadok 2001) and some against (e.g. Priem and Butler 2001; Priem 2001), it nonetheless is considered as one of the primary theoretical frameworks in strategic management research (Hoopes, Madsen and Walker 2003)*.
>
> In this example the author not only posits that the resource-based view is one of the primary theoretical frameworks in scholarship on strategic management (Hoopes, Madsen and Walker 2003), but additionally demonstrates that he or she knows the seminal work of the framework (Wernelfelt 1984) and the somewhat controversial status of the framework within the academic community (Barney 2001; Makadok 2001; Priem and Butler 2001; Priem 2001).

However, an extensive and multifaceted reference list is not a merit in and of itself, because the author must really have studied all the sources he or she cites (at least with regard to their relevant main arguments, results or other information) and actually utilize them in his or her work.

WHEN TO CITE?

There are two main rules with regard to when it is necessary to cite an external source.

First, a citation is necessary when the author of the work is not the original source of a claim, argument, data, state of affairs, conclusion, etc. him or herself. In other words, when any information presented in the work originates from an external source of any kind, the author must cite this source when presenting such information.

Example 5

72% of the respondents in the survey agreed with the statement “The customer service of the company is excellent”.

Assuming that the author him or herself has conducted the survey mentioned in the excerpt, there is no need for a citation because the author is reporting the results of his or her own research. In other words, as the information presented does not originate from any source external to the work of the author, there is no external source to refer to and hence no need for a citation.

However, if the survey mentioned in the excerpt was conducted by someone other than the author him or herself (e.g. by a market research agency or by the company mentioned in the excerpt), a reference to this source information would be necessary.

Example 6

The quality of customer service is important for companies because there is evidence that it affects customers’ subsequent behavior such as customer loyalty (Zeithaml, Berry ja Parasuraman 1996).

Assuming that the author has not studied the association between customer service quality and customer behavior within his or her present work, this excerpt requires a reference to a source, which presents evidence or otherwise argues for the existence and nature of such an association. Consequently, the (main) responsibility to present a justification for the existence and nature of such a relationship is transferred to the author(s) of the work cited.

However, had the author of this excerpt omitted the citation, he or she would have made the claim about customer service quality and customers’ subsequent behavior him or herself. Consequently, he or she would have to present compelling justification (e.g. data and/or theoretical arguments) for the claim.

As a second main rule, a reference to an external source is necessary if, with regard to the information presented in the work, there is reason to expect that the target audience (i.e. the intended or expected readers) of the work does not generally know it, may doubt it, if the information is controversial, or if the readers for some other reason might reasonably question it. And, conversely, if the target audience of the work generally knows and agrees with the information being presented, there is no need for reference to any external source.

Example 7

In contrast to some developing economies, the relatively low level of corruption in Finland provides companies with a stable institutional environment to conduct business.

If the target audience of the work is Finnish or consists of people with comprehensive experience of Finnish societal conditions, the claim ("low level of corruption in Finland") does not necessitate any reference to an external source, because there is little reason to expect that such people would be surprised by or doubt the claim. Indeed, such reports are relatively frequently reported in general in the news media in Finland.

However, if the target audience of the work were international – especially if it mainly consisted of people outside Europe – the claim probably would require a reference providing justification for this claim. Such a source could be, for instance, a report summarizing the results of an international corruption study.

Example 8

In the year 2010 Finland ranked 4th, sharing the position with Sweden, among the least corrupt countries in the World (Transparency International 2011).

As the claim in this example is very specific ("…ranked 4th…"), the claim most probably necessitates a reference because only very rarely will the target audience of any work have such detailed knowledge of recent global corruption research. Moreover, even if the target audience has such knowledge, it is probably necessary to specify, with a citation, which of the several recent global corruption studies the author specifically has in mind when making the claim.

If the author had omitted the citation, he or she would have made the claim him or herself. Consequently, in the absence of any subsequent references, the author should present convincing facts based on his or her own research to justify the claim.

Admittedly, it is often not easy to evaluate whether a target audience generally knows and agrees with a piece of information. However, when in doubt, it is advisable to include a reference, because it is a lesser mistake (if a mistake at all) to have an unnecessary reference than to omit a necessary one.

QUOTING AS A SPECIAL CASE OF CITING

Direct (verbatim, word-for-word) quoting or modified quoting is possible if the author wishes to highlight a precise expression in a source or if he or she feels that a quotation advances his or her work for some other particular reason. Quotation, whether direct or modified, always requires a reference to the source from which the material quoted originates. Moreover, the corresponding citation must also specify exactly where in the source the information quoted can be found (e.g. page number) if the source permits this[5].

In scientific writing textual quotations are the most typical form of quoting, but quotations are possible with regard to all other source types as well (e.g. images, figures, graphs, and tables). The discussion below is particularly concerned with quoting text and figures, but the same principles can be generalized to apply to all other conceivable source types as well.

If the author chooses to quote information from a source it must always be clearly and easily distinguishable from the material produced by the author him or herself. In the case of a textual quote comprising a single sentence or less, the recommended practice is to denote the quotation with inverted commas (“).

Example 9

Organizational research has been subject to heated debates as to appropriate research paradigms and methods. Indeed, the position calling for a single paradigm following that of contemporary economics has been attacked as being “insufferably smug; pious and orthodox; philosophically indefensible; extraordinarily naive as to how science actually works; theoretically foolish, vain and autocratic” (Van Maanen 1995, p. 133)

In this excerpt the author quoted text from Van Maanen’s (1995) article, most probably because of its unusual choice of words.

Had the author not denoted the quoted text passage as a quotation, it would be assumed that Van Maanen had written about the undesirability of a certain scientific paradigm in general, but the specific word choices (e.g. “extraordinarily naive”, “theoretically foolish”) were made by the author him or herself. As this is not the case, the excerpt (without a clearly marked quotation, that is) would constitute a case of plagiarism[6].

It is, of course, possible that two authors working independently end up using the exact same or very similar expression, especially if the expression does not constitute more than a few frequently used words. However, this becomes increasingly less probable as the expression gets longer and the expression more peculiar. For example, it would be practically impossible for both the author of the text in Example 9 and Van Maanen (1995) – taking into account, moreover, that the author cites Van Maanen – to end up using precisely, or even nearly precisely, such peculiar wording as used in the quote.

If the quoted passage is longer than a single sentence, a workable practice for distinguishing the quote from author’s own text is to present it as a distinct, intended paragraph.

[5] For instance, Internet (i.e. www) pages do not usually permit such specificity.

[6] Plagiarism is using material by another author and presenting it as one’s own – either intentionally or unintentionally.

Example 10

There has been heated debate concerning the appropriate scientific paradigm and research methodology to be followed in organizational research. On the one hand, some call for more unitary approach. For instance, according to Pfeffer

> *There is little apparent agreement about how to resolve the controversies among competing paradigms – not only disagreement about which one is correct or useful, but disagreement about how to even go about figuring this out. Because of these fundamental disagreements, debates about basic epistemological issues, even though useful at one level, never seem to produce much resolution. (1993, pp. 617-618)*

On the other hand, the proponents of a more pluralistic approach vocally disagree. For example, in response to Pfeffer (1993), Van Maanen, a pluralist, argues that

> *I suspect I am a weed in Jeffrey's dreamtime garden. I am therefore a candidate for pruning, paring and discarding. But whether I am a tulip, wildflower or weed, I want to suggest that this sour view of our field is – to be gentle – "insufferably smug; pious and orthodox; philosophically indefensible; extraordinarily naive as to how science actually works; theoretically foolish, vain and autocratic; and –still being gentle – reflective of a most out-of-date and discredited father-knows-best version of knowledge, rhetoric and the role theory plays in the life of any intellectual community. (1995, p. 133)*

Thus, both sides in the debate seem well motivated to defend their own points of view.

The author of the text in the example has quoted two authors, Pfeffer (1993) and Van Maanen (1995), in some length (57 words and 92 words, respectively). Moreover, because of the length of the quotations the author has appropriately distinguished the quotations from his or her own text as separate, intended paragraphs.

Had the author failed to denote the quotations as such, all the text in the example would be considered to be written by the author him or herself – with or without citations. As this is not the case, the text (in the absence of clearly marked quotations, that is) would clearly constitute a case of plagiarism.

In addition, direct quotations should be few in number, relatively short (unless the special nature of the work necessitates otherwise), and together constitute an insignificant proportion of the whole work. Thus, the quotations in Example 10 would be overly lengthy in a one- or two-page written assignment, but probably appropriate in a master's thesis (provided that there are not too many other such lengthy quotations in the thesis).

Modified quoting is also a form of quoting. Modified quoting means that even though the author has altered the text passage originating from a source, the mutual resemblance of these two text passages (i.e. the original one and author's own) is still discernible. Consequently, such modified quoting is also clearly distinguished as quoting. Moreover, any and all modifications to the original text must be indicated as well.

Example 11

Some of the proponents of pluralistic research approaches in organizational science have leveled quite harsh criticism towards those suggesting a more unitary paradigm. According to Van Maanen, for instance, even advocating for such a unitary paradigm "…represents a rather shrill plea… [calling for] … a Stalinist purge … [that would mean that scholars] might invest authority in a few, well-published elites within [their] ranks who would … institutionalize some topical and methodological strictures to guide [their] work" (1995, p. 133).

In this example the author has appropriately denoted omitted text with three dots and his or her own additions and modifications with square brackets.

Had the author failed to denote his or her own additions and omissions in the quoted text, the excerpt in the example would feature a clear case of incorrect quotation practice, but it would not be considered to be plagiarism because the quotation nonetheless would have been denoted as such with appropriate references to the source.

However, had the author failed to mark the quotation as such (i.e. no inverted commas), the excerpt would be considered a case of plagiarism, because the author would have failed to acknowledge the fact that the quoted passage – even though in modified form – originates from an external source. Whether the reference to the original source (i.e. the citation in the excerpt) is present or not does not substantially alter the situation.

In a similar vein, if the author of the excerpt in Example 10 earlier had modified the quoted passages but had not marked the quotes as such, the excerpt would correspondingly constitute a case of plagiarism.

As in the case of direct quotations, modified citations, too, should be few in number, each reasonably short and together comprise an insignificant proportion of the whole work in which they appear, unless the nature of the work is such that doing otherwise is specifically called for.

Utilizing an image, figure, graph or table or something similar that originates from an external source is also quoting. If such material is used in a work in identical form (i.e. without any modifications) it constitutes direct quoting. Correspondingly, if such material appears in the work in modified form, it constitutes a case of adapted quoting. Regardless, quoting always necessitates both a reference to the source where the quoted material originates and acknowledging that the material is being quoted.

It should be noted, moreover, that in some instances using, say, an image from a particular source might infringe the copyright of the party which holds the copyright to the source material (for further reading see e.g. University of Tampere 2011).

Example 12

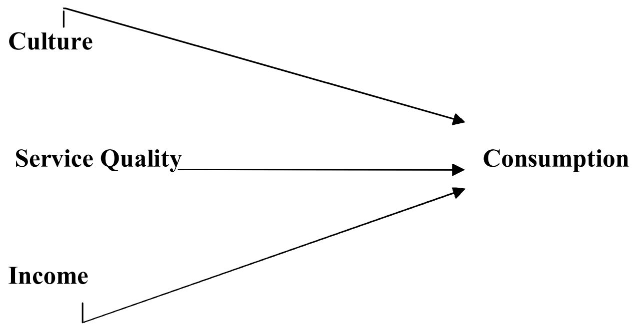

Figure 1. Some factors affecting consumption (Heryanto 2010, p. 371).

In this example, the author has utilized a figure from an external source. Moreover, the author has faithfully reproduced the visual appearance of the original figure. In other words, the author has directly quoted the source with regard to the figure. Thus, because the example features a case of direct quoting, it necessitates a detailed citation to the source – as seen in the figure caption in the example – to signify quotation.

Had the author of the excerpt in the example omitted the citation, the excerpt would constitute a case of plagiarism because the author would have presented the figure as his or her own original contribution, which is actually not the case.

The text in the caption (in the example "Some factors affecting consumption"), however, does not have to be identical to that in the source (in this case "Conceptual Model for Consumption" in the source) unless that text is also included in the quote, i.e. the figure itself. This is because the captions in the author's own work should be such that they are helpful and informative for the readers of his or her own work.

Example 13

Figure 1. Some factors affecting consumption (adapted fom Heryanto 2010, p. 371).

In the case of this example, the author has modified the visual appearance of the quoted figure – probably to better suit his purposes or preferences. Nonetheless, this still constitutes a quotation because the contents of the framework remain unchanged even though the visual appearance has been changed somewhat. The author of the text acknowledges this appropriately with the notion “adapted from” before the reference to the original source.

Had the author omitted the citation, the example would probably represent a case of plagiarism because the model is not a generally known and widely applicable model of factors affecting consumption. It is, of course, possible that the author has developed such a model independently, but in such case the excerpt (i.e. the figure and its caption in the example) should be preceded by the discussion from which the model is derived.

Example 14

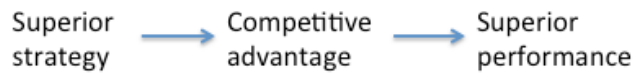

Figure 2. The conceptual association between strategy and performance.

The conceptual model featured in this example is (in strategic management literature) nearly universal and generally accepted[7]. Therefore, the author of the excerpt does not have to refer to any particular source for the model – even though it is entirely possible if the author wishes to do so.

However, if the author has noticed the model in a source he or she has studied and constructed his or her own figure based on the source, the author is quoting (either directly or indirectly) the source. If this is the case, a reference to the source is required.

To recapitulate, quoting information in a source is a special type of citing, which is entirely possible if the following criteria are met. First, quotation – both direct and adapted – always necessitates a detailed citation of the source. Second, the quoted material must always be clearly marked as such to distinguish the quotations from the author’s own material. And third, the quotations should be relatively few in number, individually short and together constitute an insignificant proportion of the whole work in which they appear (unless the special nature of the work expressly necessitates doing otherwise).

INTEGRATING REFERENCES INTO TEXT

Even though this guide is primarily concerned with the general principles of citing and referencing, when working with sources, one additional aim is that the writer is able to fluently integrate references into his or her own text. This is especially of practical importance in sections of the work where it is necessary to employ citations frequently. One way to accomplish this is to try to have a “dialogue” with the sources in the text.

[7] Rather, the discussion in scholarly circles mostly revolves around what ”superior strategy” means or consists of.

Example 15

Competitive dynamics is a research stream within strategic scholarship, which conceptualizes competition between companies as an exchange of competitive actions (Ferrier, Smith and Grimm 1999). Thus, the basic unit of investigation in empirical competitive dynamics research is an individual competitive action.

Even though competitive dynamics research goes back over two decades already (see e.g. Chen 1988; Smith and Grimm 1991), there is no consensus in the academic community as to what precisely a competitive action is (Nokelainen 2008). In other words, there is no agreement on the definition of competitive action.

Furthermore, academics disagree with regard to what kinds of competitive actions there are available to companies. According to some, there are only five such actions (e.g. Oliva, Day and MacMillan 1988) or even less (e.g. Young et al. 2000), whereas some others have identified no fewer than 69 different types of competitive actions (e.g. Offstein and Gnyawali 2005).

Therefore, it seems justified to conclude that even though research on competitive dynamics has produced noteworthy empirical and theoretical results (Ketchen, Snow and Hoover 2004), the conceptual foundations of competitive dynamics research are not yet well established.

In this example the author shortly introduces one research stream within strategic management scholarship and proceeds to argue, by citing a few sources, that the conceptual foundations of this field of research are not well established. Even though preferences with regard to desirable writing style differ from individual to individual, the argumentation in the example seems to proceed fairly fluently and compactly, despite the fact that the author cites several external sources.

Nonetheless, after a relatively short passage of text the author is able to state that it is justifiable for him or her to make the central (own) claim in the excerpt – that the conceptual premises of competitive dynamics research are not well established.

Even though the excerpt does not feature a full-blown juxtaposition between rival schools of thought and attempts to reconcile these, the author of the text has still been able to have a dialogue of sorts with his or her own text and the sources he or she cites ("…according to some…", "…whereas some others…", "…seems justified to conclude…").

Every author, of course, has his or her own preferred style of writing and arguing. However, when working with sources and utilizing them when writing, one aim is that the author could unobtrusively and fluently integrate citations to references into the flow of his or her own text. One way to accomplish this is to try to employ a dialogical approach with the sources and one's own text.

CONCLUDING REMARKS

As discussed above, citing and referencing is an established practice in scientific writing. This practice means that an author identifies in his or her own text where and how he or she has relied on information that originates from a specific source external to his or her work. Moreover, in the case of direct or adapted quoting, the material quoted must be clearly marked as such.

Correspondingly, all other material in the work (text, images, figures, graphs, tables, etc.) not denoted as originating from any external source is assumed to be an original contribution by the author him or herself.

Should the author fail to follow the practices for appropriate citing and referencing discussed in this guide in a scientific work, it would constitute a case of plagiarism. This always entails adverse consequences in an academic community because plagiarism is considered a violation of the code of conduct in scientific work. Other such violations (which this guide is not concerned with) include, for example, fabricating or distorting research data or results, and violating the privacy of the participants in a study.

As noted earlier, not all cultures share the same perception about the appropriate use of source material suggested in this guide. However, this guide outlines the principles that constitute the norms currently observed in the scientific community to which Finland belongs. Consequently, these norms are also those observed at the Faculty of Business and Technology Management at Tampere University of Technology.

Admittedly, it is not always unambiguously clear whether a particular assertion in a work requires a reference or not (e.g. whether it can reasonably be expected that the target audience generally knows and agrees with something or not). Therefore it is not possible to provide citing and referencing guidelines that would cover all conceivable situations, let alone offer clear-cut guidelines for those situations. In practice there will, inevitably, be situations that represent a “gray area”. However, to avoid possible controversies in such situations it is generally advisable to employ a reference rather than omit one.

Ultimately, the practice of citing and referencing is about trust: through appropriate citing and referencing you as an author can trust that the material provided by the authors of your sources is original to them. Correspondingly, the readers of your work can trust that the material you present as your original contribution is truly that.

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