Guide for Editors

Emerald

Contents

The role of the Publisher

The Publisher is the key contact point for an Editor. The Editor and Publisher work in collaboration to develop the journal with appropriate strategies to ensure that it publishes the highest quality research to ensure its long-term success. The Editor and his/her team are subject-matter experts in their field with extensive networks of contacts amongst researchers and/or practitioners in the subject area; the Publisher acts as the link with Emerald. Each Publisher is responsible for a portfolio of approximately 25 journals and book series in broadly similar subject areas and is able to provide guidance and support to the Editor in the following ways:

- Informing the Editor of publishing developments and strategies that will impact on their role. This relates to company issues as well as wider industry developments.

- The Publisher ensures that each journal has editorial aims and scope and a content mix that distinguishes it from the competition and that the published content of each journal aligns with the stated editorial aims and scope.

- Publishers discuss with the Editor issues that relate to the product/service development of their journal and its promotion. Approximately two meetings per annum are held to discuss and agree journal progress, quality and development.

- The Publisher assists the Editor in copy generation activities, for example through calls for papers, sponsorship of best papers at key conferences and campaigns targeted at relevant scholarly and practitioner groups.

- The Publisher supports the Editor in building an effective and prestigious Editorial Advisory Board.

- The Publisher provides support and advice on copyright and potentially libellous material.

The role of Publishing Editor

Publishing Editors aid the Publishers in the day-to-day administration, and will be a key contact for Editors. Main duties include:

- Distributing calls for reviewers and calls for papers

- Undertaking market research support for each of the journal subject communities

- Developing an awareness of the academic and industry trends that impact on the journal direction and coverage

- Production of EAB newsletters

- Deputising for Publishers whilst out of the office

- Management of journal data (sales and usage figures, author geographical breakdowns etc)

- Abstracting and indexing services research and prospecting, as appropriate.

The role of Content Editor

The Content Editor is responsible for the end-to-end content management of an allocated portfolio of titles and/or subject areas via Emerald's electronic editorial systems, ensuring quality and timely publication. The Content Editor is also responsible for the day-to-day relationship with editors and authors.

Key Responsibilities:

- Work alongside the Editor to manage the pipeline of content for the journal (submissions, reviews and acceptances) via ScholarOne "S1"

- Monitor and report key performance indicators (to include submission, acceptance and rejection times and rates, and content pipeline, alongside product schedules and budgets)

- Provide internal and external feedback on the performance of titles/subject areas, address any concerns regarding pipeline and rejection rates, and identify solutions for improvement

- With the Editorial Systems Manager, develop requirements for any new S1 sites, configuration updates and creation of Special Issues

- Process accepted content for transmittal to production vendors; ensuring content is clean and complete, including appropriate copyright and permissions assignment, and the resolution of any ethical concerns surrounding the content

- Attend Editor and Editorial Board Meetings as required

- Provide ongoing electronic editorial systems training and support to authors, editors, reviewers and other stakeholders as required

Editor contracts – whys and wherefores

The Editor contract articulates, defines and clarifies the relationship between Emerald and the Editor to the mutual benefit of both parties. It has been written in conjunction with legal and Inland Revenue (UK) experts to ensure that it protects the interests of its signatories. The specific benefits are:

- Provides clear terms regarding payments, the duration of the agreement, and the notice periods in the event that the agreement is terminated.

- The contract details Emerald's obligations to the Editor and the Editor's obligations to Emerald and therefore removes ambiguity.

- The contract comprehensively addresses the subject of Intellectual Property, which specifically relates to the Editor role. This informs Editors of how Emerald treats the journal content and assists the Editor in his/her communications with authors regarding copyright. It also clearly expresses Emerald's protection of an Editor's and author's moral rights.

- The contract is accompanied by an Addendum which is negotiated for each new volume of a journal. The Addendum outlines the issue delivery schedule and number of articles, the submission format requirements, and the agreed Editor honorarium.

Explanations of editorial strategy

It is recognised that each journal will develop its own unique strategy to achieve success, building on the broader Emerald publishing strategy, the forces governing the market, the nature of the subject discipline and the readership of the journal. The Editor and the Publisher will review the strategy on an on- going basis and discuss the future goals and action plan for implementing the strategy.

Here are the broad strategic aims of an Emerald journal:

Excellence
Our overriding Editorial goal is to increase the number of quality papers submitted to and published in Emerald journals. A clear measure of excellence is the review process. Therefore, a journal must operate a peer review process that is appropriate to the nature of the subject discipline of the journal. For example, a scholarly journal in management should have a rigorous double-blind review process in place. The majority of Emerald journals fall within this category. However, a journal that is written for practising managers may commission papers, which are then reviewed by an Editorial panel. Furthermore, journals that fall within a scientific or engineering field may operate an open review process. In all cases, the stated review process must be adhered to so that excellence may be maintained. Received, revised and accepted dates are published with the papers to clearly indicate the process. Through ensuring high quality content, each journal will make an explicit contribution to the existing body of knowledge.

The review process helps to ensure that we publish excellent material regardless of the status of the authors. However, it is important that the authorship includes researchers and thinkers from some of the recognised centres of excellence within the journal's discipline. Therefore, the Editor and the Publisher should regularly identify the centres of excellence and undertake campaigns to attract papers from these groups of potential authors. This can be achieved through targeted calls for papers, appropriate appointments to the Editorial Advisory and Review Boards, the presentation of author workshops and general networking opportunities. Recognised key thinkers and researchers can be approached to guest- edit special issues.

External measurements of quality should also be monitored for each journal and regular comparisons made with the key competitors. Thomson Reuters (ISI) is one of the most recognised sources of information about impact factors, citation rates and journal rankings. This service is explained further in a later section of the Guide. Other indicators include the externally verified studies in the quality of journals within particular disciplines, the coverage of the journal in recognised abstracting and indexing services, comparisons of performance with competitor titles, and high submission and rejection rates.

Usage is increasingly becoming another quality measure and is something Emerald is always keen to improve and work with our Editors on improving.

Strengthening the journal brand
Through the pursuit of high quality journal content, the journal brand will become synonymous with excellence within its discipline. The brand can be strengthened further through promotion at key conferences (and particularly through pursuing workshops and "Meet the Editor" panel discussions with researchers at conferences), encouraging usage, and through strict adherence to the Editorial objectives.

Journal format
Each journal will have guidelines about the type of content that is most appropriate for the journal scope. For example, there may be a required minimum number of types of article – case studies, literature reviews, theoretical, research with application. Journal features should be reviewed on a regular basis to ensure quality and to assess whether or not they are continuing to add value as the journal develops. Features that we consider to be of value include structured abstracts, biographical notes on authors, and expert viewpoints.

Internationality
The journal should not be parochial. Editorial Advisory Boards and panel members should come from different regions of the world, and in particular reflect geographical areas of strength in the journal discipline. Similarly, encouraging authors from all parts of the world creates a richer and more valuable ecology of knowledge for the journal.

Inter-disciplinary approach
It is becoming increasingly important to publish papers that demonstrate an inter-disciplinary approach to research. It is that which governments and research- funding bodies are encouraging. Therefore, it is good practice to include a number of papers within a volume that explicitly connect cutting-edge research undertaken in other disciplines with that of the core journal subject. In some cases, it is appropriate to commission a special or themed issue that explores an inter-disciplinary area of study.

Research you can use
We encourage papers that have a direct application to the world of work. Through demonstrating beneficial implications for practice, we provide a clear message and appeal to our core supplier and consumer markets – the applied researcher, the reflective practitioner, the students of business and their teachers, the MBA schools. Emerald journals take pride in their rigour and relevance. Please read our Publishing Philosophy later in this guide.

Journal scope
The Editor and Publisher will monitor and discuss developments in the journal discipline and develop strategies that are in line with future changes. It is important that editorial objectives are reviewed and updated as appropriate and changes made to reflect new developments. The journal should be clearly differentiated from its competitors and other titles within the Emerald portfolio.

Special issues
Special and themed issues are an excellent way for a journal to focus on an important topic that is emerging in the field.

Through taking this approach, it is possible to attract high-profile authors who wish to be seen to be publishing the cutting-edge research. Special issues can also represent collections of the best papers presented at conferences. Similarly, it has become apparent that papers that comprise special issues are often the most widely used on the Emerald database and so the publication of special issues also improves brand awareness. As noted earlier, special and themed issues can focus on an inter-disciplinary approach.

Journal development plans

It is the responsibility of the Publisher and Editor to construct a Journal Management and Development Plan that reflects the short- and long-term Editorial aims. This looks specifically at the journal's status in the market and how it can be differentiated, competitor analysis and current usage. Through establishing the current position of the title, critical success factors and tactics for achieving its long-term strategy can be established. These are reviewed on an annual basis and the achievements of the title highlighted.

The journal

In addition to the hard copy of the journal, a number of online features and services are available to the end user, including:

- *Online publishing and archiving* – You can gain access to past volumes as well as new material from a journal via EmeraldInsight. You can browse or search the database for relevant articles.

- *EarlyCite* – if your journal is using ScholarOne, it will benefit from early publication (and so, potential citation) of articles.

- *Reference linking* – Direct links are provided from the journal article references to abstracts of the most influential articles cited (where possible this is to the full text of the article).

- *E-mail an article* – This facility allows users to e-mail relevant and interesting articles in PDF format to another PC for later use, reference or printing purposes.

- *E-mail services* – Emerald's range of free e-mail alerting services is designed to deliver personal notification of news and features in a number of different interest areas.

- *Support resources* – Comprehensive librarian and user toolkits have been created. For further information about what is available visit http://info.emeraldinsight.com/help/index.htm

- *Emerald for authors* – The Emerald Literati Network offers unrivalled assistance and advice on writing and being published, right through to premium help in placing papers for publication. Resources include:

  - Meet the Editor interviews
  - Emerald Literati Network Newsline
  - The Emerald Literati Awards for Excellence.

Emerald's For Authors section contains information on all aspects of writing. Get practical tips and guidance on how to get your – or your students' – work published and maximize

dissemination. Hear what Editors themselves look for in papers, contact experienced copy editors to help improve your paper, or have an expert come to your institution to give advice on how to get published direct from the publisher.

The "For Librarians" site provides comprehensive solutions to the issues facing library and information professionals.

Emerald for Librarians is designed specifically for the library and information science (LIS) community to improve information services and better serve library users. You can become a member and receive full access to our librarian resources. Emerald for Librarians resources emphasize the key role that information professionals can play in encouraging learners at all levels within their institutions by providing the following features:

- Managing your library
- Marketing your library
- Information management resources
- News and events
- Writing for LIS journals.

In addition, Emerald has several zones for those working at business schools. These comprise the Research Zone, the Learning Zone and the Teaching Zone.

Emerald's Research Zone is designed to provide advice and support on how to keep up to date with the latest research and developments in the management area.

You can use the Research Zone to find information on designing a research study, designing a survey, finding a research collaborator, and much more. You can also access the most comprehensive collection of links to international management conferences available for researchers today.

The Learning Zone contains resources for those studying MBAs, degrees, executive courses and business-related subjects. It includes a selection of useful resources to complement those of learners at all levels.

Study skills assist students in developing the skills they need to succeed in higher education. Management thinking and management skills are dedicated sections for working managers and those studying management. Our literature reviews collection provides a fully searchable and browsable, dynamic and ever-growing collection of reviews.

Finally, the teaching zone is designed to provide support and ideas for faculty involved in teaching business and management.

Teaching insights offer helpful and usable information to anyone in a teaching role who feels that they would benefit from a little extra insight into the performance of that role. Case studies are ideal to use as examples of business issues and are updated regularly. Also included are more than 1,500 in-depth reviews of management books and interviews which form an interesting and lively snapshot of the people who shape the business and academic fields.

The main duties of an Editor

An engaged and enthusiastic Editor is key to the successful development of a journal. Emerald likes to work alongside its Editors in a partnership that is designed to benefit both parties.

The Editor's role

The Editor is responsible for:

- Sourcing, reviewing and providing appropriate content for the journal, which reflects leading international research and the latest thinking in the subject area

- Maintaining and contributing to the strategic development of the journal, in line with the specified strategies and action plans contained in each individual Journal Management and Development Plan (agreed in consultation with the Publisher)

- Appointing and reviewing the Editorial Advisory Board (EAB), ensuring that key areas of expertise for each member are clearly identified. Please note that it is worth appointing reliable and quality reviewers to the EAB, thanking them for their contribution, and thus increasing their level of commitment

- Communicating clearly the journal goals and strategies to the EAB and maintaining regular contacts re the development and promotion of the journal (e.g. publication dates, planned special issues, conferences)

- Involving the EAB by inviting them to:

  - review relevant papers and write for the journal (editorial, special issues, editorial section)

  - select the best paper and highly commended papers for Emerald's Literati Awards for Excellence

  - advise on hot topics and future strategy of the journal

  - promote the journal to their networks and at conferences.

- Organizing a yearly EAB meeting at a conference to create a sense of community and common purpose

- Soliciting feedback, making sure to report back on your progress of the feedback you got and thanking the EAB for their continuous support

- Developing and maintaining a network of contacts who will act as a source of papers and other content for the journal

- Meeting the editorial content aims as agreed with the Publisher, and revisiting editorial aims when appropriate to reflect developments in the subject area

- Arranging and managing the peer review system where, as in the vast majority of cases, this is appropriate

- Maintaining and developing the quality of the content, as agreed with the Publisher

- Encouraging citation and usage of content

- Promoting the journal at relevant conferences and to interested colleagues, where appropriate

- Meeting the deadlines for delivery of the manuscripts to Emerald

- Ensuring that each manuscript is supplied via ScholarOne or on disk, and adheres to the author guidelines.

- We would hope that Editors would recommend the journal to their librarians and encourage new sales.

The Publisher for the journal will do all he/she can to help and support the Editor in pursuing these aims. Many of the Publishers have wide experience of dealing with these issues and can often advise on new ways of doing things. Publishers will arrange annual meetings (location permitting) with each Editor to review progress, discuss journal developments and try to resolve any difficulties.

What are the benefits of being an Editor?

The work brings the Editor into contact with the key developments within their discipline and immeasurably enhances their academic status. It offers them the opportunity to make a major contribution to their field of research, and enables them to build up a vast network of peers around the globe.

How Emerald supports its Editors

Emerald has a large amount of information available to support and inform the Editor. There are 300 titles available through Emerald Insight, as well as two book series databases containing thousands of chapters. Access to these products can be arranged through the Publisher.

Extra money may be available to help Editors attend key conferences in their subject field. Any such expense needs to be discussed and agreed in advance with the Publisher and agreement depends on a perceived payback for the journal. Press passes may be available for Editorial teams at some conferences. Emerald is keen to make the most of conferences and Publishers are attending more conferences than in the past. Conferences are seen as opportunities to:

- promote the journal and other Emerald information services;

- try to obtain permission to publish the presented papers;

- network with future prospective authors to get them to submit work for the journal;

- look for Guest Editors for special issues and circulate calls for papers;

- learn about the subject, the main players, its key organizations and its main training and educational institutions;

The Emerald Literati Network is also a great resource into which Editors can tap, offering, amongst other things, links with other Editors, links with potential authors and comprehensive conference listings.

Emerald supports its Editors at every stage, will listen to all suggestions and help with ventures which are thought to be beneficial to the journal.

Editorial Advisory Board (EAB)

An Editorial Advisory Board adds academic integrity and standing to a journal, benefiting its reputation and hence that of the Editor. It is composed of a group of subject-matter experts who act as advisers to the Editor on matters of journal development, as well as reviewers of papers submitted to the journal.

Who should be invited to join?

- Established academics/researchers and practitioners of repute who are well-known and often cited.

- Academics from leading institutions in the subject field, or practitioners from high-profile companies.

- Up-and-coming, active academics and practitioners.

In terms of geographical location, the EAB should reflect the journal focus and market, so that every international journal should have an international EAB. If a journal has a regional focus, the composition of the board should reflect this.

What is the right composition?

It depends on the journal Editor, scope and future objectives of the journal. The Editor should find the right balance between:

- Big names (the "window dressing for the journal" – those who often appear in quite a lot of other journal editorial boards) vs active members (i.e. reliable reviewers, loyal and engaged, who may not be well- known). An ideal balance might be 70 per cent active members and 30 per cent big names.

- Subject representation and mix of professional expertise.

- Geographical representation: the EAB should reflect the journal focus and market.

- Gender, race.

How many members?

This is not a fixed number, and each journal will probably have its own special set of circumstances. However, ideally the EAB should comprise around 20 - 30 members, one of whom may be nominated as president or chair of the EAB. An Editor may wish to consider appointing people on a fixed term-basis – e.g. for two years – so that the Board regularly changes and is revitalised by the influence of new members.

Members should ideally be recruited by the Editor from his/her own network of contacts. Editors of long standing have said that in the course of editing the journal they inevitably meet and communicate with many new individuals who are ideal prospective members of the board and as time passes it is easier to identify and attract new people.

What are the responsibilities of an EAB member?

Specific tasks and responsibilities are determined by the Editor and are likely to include some or all of the following:

- Advising the Editor on matters of journal development – e.g. editorial scope and focus of the journal, appointment of new EAB members, relevant conferences and promotional opportunities, market insights, best paper nominations.

- Acting as a referee/reviewer of papers, especially if the journal has no separate Editorial Review Board, and completing referee comment sheets. Prompt and speedy return of reviews is especially welcomed because this is often a problem for some Editors. However, no EAB member should be overloaded with papers for review – if someone is receiving more than their fair share of papers for refereeing then the board needs additional members in the relevant subject area.

- Encouraging the submission of articles (written by self or contacts). This is particularly useful for sourcing papers in other regions or ensuring that the full subject remit of the journal is covered.

- Providing occasional Guest Editorials/viewpoints/commentaries. This is of great value to an Editor struggling to keep up with the regular demand for Editorials in each issue. An Editor will find that many EAB members are happy to provide a short piece on something that is a burning issue to them and of real interest to the reader.

- Writing book reviews. This can be arranged by the Editor or the Book Review Editor.

- Representing and promoting the journal at conferences and to interested colleagues/contacts. Emerald will support any venture of this nature by supplying leaflets and sample copies, etc. for distribution at the conference.

- Feeding back helpful criticism/information to the Editor to assist in the development and direction of the journal.

- Guest-editing special or themed issues for the journal.

- Encouraging citation and usage of content

- Recommending the journal to their librarians and encouraging new sales.

What are the benefits to the Editorial Advisory Board member?

- Access to the latest research in your field prior to publication

- Making a positive contribution to the body of knowledge

- A complimentary subscription to the journal.

- Name listed within each issue of the journal and journal web site, thus increasing their personal profile

- Retention of copies of any books reviewed for the journal

- An official application by a journal representative for a conference press pass will often be favourably considered

- Opportunity to network with colleagues and peers (other EAB members) and influence the direction in which the journal develops

- By reviewing papers, EAB members have easy access and can keep up with the latest research and acquire a critical view of research papers.

Editorial Review Board (ERB)

Why recruit an Editorial Review Board?

The specific function of the ERB is to assure the quality of each paper published in a journal by providing two independent, anonymous reviews for any paper judged by the Editor to be generally suitable for publication, in accordance with a journal's editorial objectives.

Who should be invited to join?

Subject-matter experts who are willing to undertake the occasional refereeing of a paper, selected from the following:

- Established academics and practitioners of repute who are well-known and often cited.
- Academics from leading institutions in the subject field, or practitioners from high-profile companies.
- Up-and-coming, active academics and practitioners.
- It is important that an ERB reflects the subject coverage of the journal and, geographically, the journal focus and market.

What are the responsibilities?

Specific duties should be agreed with the Editor but will include acting as a referee/reviewer of papers in their subject field; and completing and returning to the Editor, within an agreed time limit, referee comment sheets.

Composition of the board and activity levels should be subject to a regular annual review by the Editor and Publisher. If members are not managing to review the papers sent to them or require a lot of persuasion and reminders to do so, it is better to look elsewhere for

new members. Delays in the review systems of journals are a perennial problem for Emerald and its Editors.

What are the benefits to the ERB member?

- A complimentary subscription to the journal
- Name listed within each issue of the journal and journal web site; although for ad hoc referees the list will appear once within a journal volume
- Increased profile
- Potential future membership of the Editorial Advisory Board
- By reviewing papers, ERB members have easy access and can keep up with the latest research and acquire a critical view of research papers
- Opportunity to become an EAB member when reviews are timely and of quality.

A booklet entitled "How to Support Your Journal" is available for Editors to send to their EAB and ERB.

The role of the Emerald reviewer

The peer review process is an independent quality control procedure for articles submitted to journals. Because it is so difficult for authors to be objective

about their own writing, they benefit greatly from having

someone else read and comment on their work. Peer review is vital for enhancing the quality, credibility and acceptability of published research and practice papers. Please observe carefully the following guidelines on the role of the reviewer:

1. *Expertise:* Papers are not always sent to a reviewer whose field is identical to the subject-matter of that paper. You do not have to be precisely qualified in a field to be a constructive reviewer. In fact, quite to the contrary, an excellent paper will speak beyond its narrowly defined field.

2. *Confidentiality:* Reviewers receive unpublished work, which must be treated as confidential until published. Reviewers must not disclose to others which papers they have reviewed; nor are they to share those papers with any other person.

3. *Conflict of interest:* Reviewers must declare any conflict of interest or any other factor, which may affect their

independence – in cases, for instance, where they have received a paper of a colleague or an intellectual opponent. In cases of conflict of interest, please notify the editorial team of your inability to review a particular paper.

4. *Intellectual merit:* A paper must be judged on its intellectual merits alone. Personal criticism or criticism based solely on the political or social views of the reviewer is not acceptable.

5. *Full explanation:* Critical or negative judgements must be fully supported by detailed reference to evidence from the paper under review or other relevant sources.

6. *Plagiarism and copyright:* If a reviewer considers that a paper may contain plagiarism or that it might breach another party's copyright, they should notify the editorial group for the journal, providing the relevant citations to support their claim.

7. *Responsiveness:* Reviewers are asked to return their reports within two weeks. This assists us to provide rapid feedback to the author.

Regional/Associate Editor

Why recruit a Regional or Associate Editor?

A Regional Editor can help to provide the journal with a broader geographic focus and remit through sourcing papers specifically from their region. An international journal should be able to attract papers about and from all of the countries of the world where research and teaching in the subject area are taking place.

Recruiting a Regional Editor can help both to achieve and to consolidate this.

An Associate Editor can help to strengthen the journal's coverage of a certain specialized subject area. Editors cannot be specialists in all the relevant subject areas covered by the journal – some Emerald journals have extremely broad remits. Appointing an Associate Editor alleviates some pressure on the Editor, whilst also providing the journal with another voice and a fresh perspective.

Regional and Associate Editors can only help to enhance a journal's reputation and increase its visibility in academe and the marketplace. In order to increase our international authorship, Emerald encourages papers from China, India and Eastern Europe, in particular.

Who should be invited to join?

A subject-matter expert based in the preferred region, who is either a noted or up-and-coming academic or practitioner, would be an ideal candidate. As in all these positions, enthusiasm for the task at hand is important.

It is especially valuable to recruit individuals who already have a significant network of individuals working/researching in the subject field. Special issue Guest Editors who have put together an issue of the journal in the past might also be considered.

How should a Regional or Associate Editor be recruited?

Editors frequently know suitable individuals to invite. Quite often these people have been keen and interested members of the Editorial Advisory Board or Editorial Review Board.

What are the responsibilities?

Specific roles should be defined by the Editor and may include:

- Managing the review process for papers dealing with or emanating from a particular region or country.

- Managing the review process for papers in a specialized subject field.

- Encouraging the submission of articles from the region (written by self or contacts) or about particular topics.

- Providing occasional Guest Editorials/viewpoints/ comments – this is really valuable when noteworthy events/legislation in other countries impact significantly on the subject as a whole and require some kind of report for the journal.

- Representing and promoting the journal at conferences and to interested colleagues/contacts. Financial assistance to aid conference attendance may, in some instances, be available from Emerald.

- Writing a review of a conference for the benefit of the journal readers who were unable to attend.

- Guest-editing a special or themed issue for the journal.

- Recommending the journal to their librarians and encouraging new sales.

What are the benefits to the Associate or Regional Editor?

- A complimentary subscription to the journal.

- Name listed within each issue of the journal and journal web site, thus increasing their personal profile

- Remuneration may be available for the individual, depending on the amount of assistance given

- Opportunity to network with colleagues and peers (other EAB members) and influence the direction in which the journal develops

- By reviewing papers, EAB members have easy access and can keep up with the latest research and acquire a critical view of research papers.

Book Review Editor

Why have a Book Review Editor?

A book review section within a journal provides breadth of coverage and topicality of the subject-matter and supplements the primary papers. The appointment of a dedicated Book Review Editor will help to ensure that the journal features a regular selection of independent reviews and takes the job away from the Editor, allowing him/her more time to devote to the main content of the journal. As with any other member of the Editorial team and Editorial Advisory Board, the Book Review Editor brings much more to the journal – networks and experience.

Who should it be?

A subject-matter expert who is either a noted or up-and-coming academic or practitioner. Geographical location is not of particular importance, though a UK or US base may positively influence the flow of books for review. Ideally, the Book Review Editor should be recruited from the Editor's own network or contacts.

What are the responsibilities of a Book Review Editor?

These should be agreed with the Editor and/or the

Publisher of the journal. They should include:

- Contacting book publishers in the subject area, as defined by the journal's Editorial objectives, to request books for review. (Emerald will provide any necessary assistance.)

- Agreeing with the Editor the number of book reviews per journal issue.

- Arranging for books to be reviewed by self, network of contacts and members of the Editorial Advisory Board and collecting their reports for publication.

- Providing reports which are constructive and not overly critical and are accompanied by a completed book review report form. An Editor may wish for a review to follow a fairly formal format and that should be agreed. It is always essential that complete bibliographical details (author, title, publisher, year of publication, ISBN, place of publication, price, hardback/softback, page numbers) are provided with the review.

- Submitting copy for the book review section to the Editor or Publisher by specified and agreed deadlines.

- Circulating copies of printed reviews to book publishers and reviewers (or providing Emerald with book publisher and reviewer address details, to enable tear sheets to be sent on publication), thus further encouraging flow of books for review.

What are the benefits to the Book Review Editor?

- A complimentary subscription to the journal.

- Name listed within each issue of the journal and journal web site, thus increasing their personal profile.

- Review copies of books in their subject field.

- A means of keeping up to date with the new books coming out in the subject field.

- Opportunity to network with colleagues and peers (other EAB members) and influence the direction in which the journal develops.

Check-list for book reviewers:

The following information should always be included:

- Title of the publication

- Authors'/Editors' names and initials

- Edition (if second or subsequent edition)

- Publisher and place of publication

- Date of publication

- Number of pages

- Format (e.g. hardback, paperback, soft cover, CD- Rom)

- ISBN number

- Price.

Book reviews should consist of:

- A paragraph about the book, its objectives, and put these in context

- Information about the intended audience

- Good points and limitations of the book

- A brief paragraph on the format, length and price (value for money)

- Supporting academic references where applicable. Reviews generally should not be more than 2,000 words.

Special issues

Most scholarly journals publish special issues from time to time – Emerald titles tend to feature at least one every volume. A special issue enables the journal to focus on a topic – often in a new or emerging area – allowing a more in-depth treatment, or exploring alternative perspectives.

A special issue is edited by a Guest Editor, a subject expert appointed by the journal Editor. Special issues allow Guest Editors to gain valuable first-hand experience of editing a publication and this provides a good trial run for those ambitious to edit their own journal one day. Producing a good special issue may also significantly enhance a Guest Editor's academic or professional standing.

What makes a good special issue?

- internationality in content and/or readership

- leading edge content and originality

- broad subject interest appeal

- a consistency in the papers through either a commonality of approach or theme, or their comparative nature

- the authors of the papers are some of the active and important figures in the field

- a well-written Guest Editorial which exhibits real understanding of the value and import of the issue

- Guest Editor(s) who have put a lot into the work involved in the commissioning and production of the issue.

The Guest Editor's role

For one issue, at least, the Guest Editor takes the following responsibilities from the journal Editor:

- Sourcing, reviewing and providing appropriate content for the special issue.

- Appointing and reviewing the list of reviewers.

- Arranging and managing the peer review system.

- Maintaining and developing the quality of the content.

- Promoting the issue at relevant conferences and to interested colleagues, where appropriate.

- Meeting the deadlines for delivery of the manuscripts to Emerald.

- Ensuring that each manuscript adheres to the journal author guidelines and wider Emerald guidelines to ensure smooth progress through the production process.

A separate guide for Guest Editors is available. Please contact your Publisher for further details.

The peer review process

What is the peer review process?

The peer review process is an independent quality control mechanism for articles submitted to journals. Because it is so difficult for authors to be objective about their own writing, they benefit greatly from having someone else read and comment on their work. It is recognised that peer review of journal articles in the majority of primary journals is essential and demonstrates that Publishers, Editors and their teams have done all possible to ensure that a paper has real value, accuracy, academic integrity and is presented in a way that meets the objectives of the journal and the needs of its readers. However, in a small number of cases it is not appropriate for certain journals to adopt a peer review process, so this will need to be discussed with your Publisher.

The Editor's role

At the head of this quality control mechanism is the Editor. It is the Editor's responsibility to maintain high editorial standards and to ensure that the journal fulfils its stated editorial aims. The Editor decides whether a submitted paper is suitable for inclusion and falls within the journal's remit. If the article is peripheral to the journal's area of interest, then either it will be rejected immediately or the Editor will ask the author to resubmit the paper after it has been revised. If a paper is

rejected outright, the Editor often suggests that the author should submit the paper to a more appropriate journal.

The review

If the Editor decides that an article is suitable, then it will enter the peer review process. For most journals this means double-blind peer review. The Editor selects usually two (but sometimes only one or as many as

four) independent reviewers who research or practise in the same area as the author and are subject specialists. Sometimes the reviewers are members of the Editorial Advisory Board or the Editorial Review Board and at other times the Editor will use ad hoc reviewers from his or her personal network. This is occasionally necessary for a very specialised subject area, because the regular reviewers are too busy or because it is a paper that crosses over into another subject area and therefore needs very different subject expertise.

In the double-blind process all information on the paper which identifies the author is removed and the paper is coded and sent to the reviewers via ScholarOne. Double-blind peer review has become somewhat of a standard since it is seen as a way of avoiding bias. However, in very small fields of research it is often difficult to conceal an author's identity since everyone knows what everybody else is researching. Also some people feel that reviewers should be identified because the author has no recourse otherwise and a reviewer should stand by his/her opinion.

The quality of the review is crucial to the final quality of the journal, so it is important that the Editor takes control of the process and guides the reviewers as to what they should be looking for. It is normal for Editors to be quite prescriptive in their criteria and guidelines to reviewers. Reviewers should be encouraged to provide constructive criticism of papers and look for the positive aspects of any paper. Severely condemnatory remarks and over-critical comments without suggestions for improvement/revision must be discouraged. No author should be expected to revise without a reasonable idea of what is needed. The reviewers judge the paper against some or all of the following criteria:

- Does the article contribute anything new to the body of knowledge?

- Are the arguments employed valid?

- Is the article easy to read?

- Do the arguments flow logically?

- Is the methodology sound?

- Are there clear implications for practice or suggestions for future research?

- Are the conclusions strong?

- Does the paper pay due credit to previously published work in the field?

Some Editors use a pro forma which directs the reviewer to these questions and documents the reviewer's opinions. There are normally boxes to tick and an area for reviewers to make lengthier comments and hence go into greater depth. The paper is then returned to the Editor. The level of agreement between two referees varies with the subject – in physical sciences it is 93 per cent but in social science it is 73 per cent (Meadows, 1991, 1979).

The Editor passes comments from the reviewers back to the author, particularly when rejection or revision is advised. In theory, neither the author nor the reviewers know each other's identity, thus ensuring impartiality. As mentioned above, this is not always possible, especially if the subject area does not support a large community. It is quite possible that the reviewer will be able to guess the origin of a paper by its content.

Guidelines for reviewers may cover:

- Expected response times and deadlines

- Some guidance as to the requirements of a paper for the particular journal and when to accept; accept with minor changes; revise and resubmit; or reject. Obviously these requirements should mirror the Author Guidelines of a journal

- Standard documentation for communicating with reviewers. This can help save the reviewer's time and will certainly help to ensure that the reviewer has covered all the requirements of the role.

Advantages and disadvantages of the peer review process

The peer review process is used to guarantee quality and has survived for a number of centuries now. For a system to last that long, it must contain a number of advantages. However, it does have a number of disadvantages too.

Advantages

- Refereeing allows an author to claim priority to an idea; validation of his/her work; and protection from plagiarism. It may also support a job or funding application, or an upcoming promotion.

- It gives the reader an assurance of authenticity and quality, as subject experts have validated the research as being of a high standard.

Disadvantages

- Some reviewers find it difficult to be truly impartial.

- Reviewers may disagree on the merits of the same paper.

- The review process can delay the time to publication – a paper can, on occasion, get "stuck" in the system, waiting for a reviewer's comments.

- Comments can be brief and unenlightening for the author, making it difficult to get meaningful feedback.

Despite this, it is currently the only way of measuring and arbitrating on the particular relevance and quality of an article. Its benefits make up for its frustrations.

Sources and further reading:

Brown, D., Stott, E. and Watkinson, A. (2003), *Serial Publications – Guidelines for Good Practice in Publishing Printed and Electronic Journals*, 2nd ed., ALPSP, Oxford.

Meadows, A. J. (1979), "The problem of refereeing", *The Scientific Journal*, Aslib, London.

Meadows, A.J. (1991), "Communicating research – past, present and future", Serials, Vol. 4 No. 3, November.

ScholarOne

ScholarIOne provides a high level of functionality and flexibility and will improve the review process for Editors and Reviewers significantly. ScholarOne is recognised as the market leader in delivering an online editorial management system for scholarly publishing:

- For some journals, notably those with good submission rates but without administrative processes, the system will speed up the review process, making more papers available for publication to journal schedule.

- Authors with papers in the review system will receive e-mail alerts to remind them to revise their paper. This should lessen the number of papers which fall out of the review system completely.

- We will be able to monitor the individual performance of Editors much more closely. This will allow us to distinguish the journals with genuine lack of copy from those with under-performing Editors.

- We will be able to observe patterns of submission over a period of time to establish whether there are real peaks and troughs. Publishers will also be able to predict copy flow problems at an earlier stage in the production process and so will be able to implement possible solutions.

- Publishers will be closer to reviewers and therefore in a position to establish direct relationships with them. This will be helpful in recruiting new EAB members particularly in areas not currently covered by the journal.

- Last but not least, the system offers a personalized service to authors, reinforcing advocacy, enhancing reputation and brand association by means of a total Emerald publication experience. In theory these combined factors should make authors much more likely to re-submit.

ScholarOne supports the work of Editors by automating the management of the review process and the organisation of journal issues. It allows a level of flexibility so that individual messages can be sent to authors and reviewers but at the same time automatically keeping records of all the process stages and providing alerts when necessary. The implementation of a new approach to content management will cater for Emerald's technical publishing to service the existing print medium and also enable the servicing of current and future electronic media.

Benefits for Editors:

- You will be able to check the status of all articles and work-in-progress quickly and simply through your own homepage

- Through the use of digital copyright signature there is no need for manual completion of copyright clearance forms and chasing by Editors. This reduces delays caused by the need for a hand-written signature

- Editors will be able to generate reports on content, reviewer progress and performance

- Authors will be able to submit papers quickly and easily to an Emerald journal using online registration and log-in. This will improve submission rates for journals and ensure that papers are all held in one place. Therefore, there is a reduced risk of papers being mislaid or workflow dates and information being lost

- You will be contacted less by authors who are checking the status of their papers because they will have the ability to monitor the submission and review process and a paper's progress within it automatically. Benefits for authors:

- Authors will be sent revision requests online as part of the process and can identify times at which they will be unavailable and update details as necessary

- Ability for both authors and co-authors to check the progress of their paper through the review process

- Fluid conversion of author files for HTML and PDF view when required

- ScholarOne stores the e-mails received by the author, ensuring that authors have a permanent record

- The review process is easier to manage by the Editor, thus speeding up the revision time for authors

- Online submission guidelines will be available for quick and easy checks

- Guidance for authors on attaching figures, etc. provided online.

Emerald EarlyCite

Emerald EarlyCite is an online pre- publication service, allowing quicker access to research. EarlyCite articles are fully peer-reviewed and made available online before they undergo the full sub-editing and page-proofing stages. Each paper is assigned to a journal issue and can therefore be referenced. An asset for both authors and users, these papers are available at least three months earlier than those following a traditional publication process. Articles published in journals with significant publication queues will be made available to our readers by as much as 12 months in advance.

Once the final copy of the article is ready for publication, it replaces the EarlyCite version.

Committee on Publication Ethics (COPE)

What is COPE?

The Committee on Publication Ethics (COPE) is a charity that works to promote ethical conduct in scientific research and its publication in science journals. It was founded in 1997 by a group of medical journal Editors concerned about research and publication misconduct. It now has over 3,500 members, including many major medical and scientific journals.

Its main activity is to advise the Editors of academic journals on how to handle cases of suspected research and publication misconduct. It supports and encourages Editors to report, catalogue and instigate investigations into ethical problems in the publication process.

Why did Emerald partner with COPE?

For Emerald, having journals belonging to COPE:

- May reduce the risk of litigation, because difficult cases will be appropriately handled

- May reduce the amount of work and time dedicated by the editorial department to solve such problems

- Brings additional support to the Editors, which further demonstrates Emerald being the publisher of choice. The message should be clear as COPE membership would be an additional source of help for the Editors to visit in case of ethical misconduct, but will not replace the current assistance given by publishers

- Shows that Emerald cares about publication ethics: it will be very beneficial for Emerald's image and effective PR

What are the benefits for the Editors?

- Allow the Editors to contact an external and impartial body of experts for advice when breaches of publication ethics occur

- Allow the editors to learn how to identify potential problems, gain valuable insights into how to deal with issues (avoiding legal issues) and what other Editors would do, and understand how to improve their journal's policies to prevent misconduct

- Allow the Editors to contribute to the current discussion on publication ethics, attend the annual seminar, meet other Editors and learn more about publication ethics

- Being a COPE member should reassure potential authors and reviewers that the journal will behave ethically and follow COPE guidelines

- It would send a signal to potential authors that the journal takes publication ethics seriously (which might deter inappropriate behaviour).

- A newsletter to inform members about interesting cases and relevant issues

- Distance learning (online training) for members (Editors) on common ethical issues

- An ethical audit for journals to help them review their procedures.

How does COPE work?

COPE has written flowcharts designed to be a practical step-by-step guide for journal Editors to deal with the most common breaches of publication ethics that crop up repeatedly in journals before and after publication.

A different flowchart has been designed for varied situations:

- duplicate publication
- suspected plagiarism
- suspected fabricated data
- changes in authorship
- undisclosed conflict of interest
- ethical problem with a submitted manuscript
- complaints against Editors.

Each Editor is sent a username and password by COPE to access the members-only area including:

- Fully searchable archive of ten years of cases and advice
- Council blog on publication ethics
- Online educational course on publication misconduct
- Newsletter, presentations, sample letters
- Auditing tool for the journal.

www.publicationethics.org.uk/

Thomson Reuters

Founded by Dr Eugene Garfield in 1962, Thomson Reuters, or "ISI" (originally the Institute for Scientific Information) provides academics with products and services that help them research and teach. ISI changed its name in 2007 to Thomson Reuters, and currently has offices in the USA, UK, Ireland, Tokyo, and Singapore. It is headquartered in Philadelphia and its database contains over 9,000 titles published in 35 languages.

While it is part of the huge Thomson organisation, what is commonly known as ISI is actually called "ISI Web of Science", which is a database product of Thomson's subsidiary Thomson Reuters. When people refer to a journal as being "on ISI", this means that it is given a ranking, or Impact Factor, on the ISI Web of Science's Journal Citation Reports, which contain detailed analysis of all the journals it ranks based on the citations of each article they publish.

While it has a heavy North American bias – the vast majority of the most cited authors in ISI in the last 20 years are from the USA – it is often regarded as a "badge of achievement" on the global academic stage, and also a benchmarking tool. It can be used to benchmark performance for journals, and also used to provide a "target list" for authors in order to improve the quality of journal submissions.

Emerald and Thomson Reuters

Emerald is in constant contact with Thomson Reuters, with 59 of its journals currently ranked.

We are always seeking to increase that number with a year-on-year rolling programme of applications from top journals that have yet to be listed. Emerald's Publishers are continuously monitoring the progress of their journals to ensure that their quality is reflected in the international arena that Thomson Reuters provides.

Where is it?

Thomson Reuters
3501 Market Street Philadelphia,
PA 19104, USA
Phone: +001 215-386-0100

Internet access to Journal Citation Reports:
http://isiknowledge.com

Emerald Literati Network

… Support and services for authors and Editors

Mission statement

The Emerald Literati Network is a tangible expression of commitment by Emerald to our authors and Editors.

Our aim is to be the world's best and most comprehensive online resource for scholarly authors and researchers in management. The Emerald Literati Network works in support of Emerald's mission to be the publisher of choice for international researchers, scholars and practitioners in management, library services and related fields. We aim always to work in partnership with our contributing authors and promote their best interests.

History

The Emerald Literati Network is one of the initiatives undertaken in the External Relations Department. It was formed in 1991 and consists of all authors, Editors and Editorial board members who have contributed to Emerald journals since that time. We firmly believe in our author community and we seek to show this by investing in academic research, providing a comprehensive collection of author resources and offering tangible member benefits. We seek to build an interactive network of experts, a truly research community. Emerald is extremely proud of this unique service to our authors and Editors. Our authors are essential to us as contributors of high quality content and help to confirm our world-class status.

The Emerald Literati Network currently consists of over 50,000 members. Basic contact details are collected from the Copyright Transfer Agreement form, the completion of which is a requirement for publishing a paper in a journal, although the prime purpose of this form is still to ensure that Emerald has the necessary signed copyright permission from the author to go ahead with the publication of the paper.

As with any database it is difficult to maintain its accuracy and currency but every effort is made to update and correct the data stored. It is important therefore that changes of address, titles and other details are passed to Emerald so that the database maintains its usefulness to us all. It is vital that Editors try to get full address and contact details for their authors.

All authors writing for the journals receive an email on publication of their paper and regular newsletters after that. These contain a mix of informative advice on getting published, news of the Network, the annual Awards for Excellence and what is happening at Emerald which might impact on editorial activities.

Current activities

The Emerald Literati Network web site details the following services offered:

1. Advice and tips (including on writing articles) for authors

aiming to be published in an academic journal.

2. Authors' Charter – detailing Emerald's commitment to its authors.

3. Pertinent communications, including Calls for Papers (especially special issues), Calls for Conference Papers, interest area alerts, Journals of the Week, Emerald Literati Network Newslines, etc.

4. Annual Awards for Excellence – the highlight in Emerald's publishing calendar where we take the opportunity to thank our authors for their hard efforts and congratulate them on their outstanding achievement.

5. Premium permissions service, incorporating our unique liberal copyright policy.

6. Editing service – a service originally set up for those authors whose first language is not English, but open to all who want help.

7. Reprints – discounted rates exclusive to Emerald Literati Network members.

8. Research Fund Awards – our annual project to invest revenues earned from copyright fees back into our research community.

9. Outstanding Doctoral Research Awards – supported by our journals and in collaboration with the European Foundation for Management Development (EFMD), these are presented annually to recent outstanding PhD graduates.

10. Academic Relations and Services is the custodian of all authors' details and is also responsible for retrieving these data for publishers, when requested. Strict adherence to the 1998 Data Protection Act is observed at all times.

What Academic Relations and Services can do for the Editor

With the help and advice of the Publisher of the journal, any Editor can access the benefits of this large database:

1. *Increase the number of papers for publication.*

   Because the database can be searched for individuals working and writing in specific fields, Calls for Papers can be sent to individuals who may want to contribute either to the usual journal content or to a special issue of the journal. Calls for papers can be aimed at authors who have specific interests or past authors of your journal. This is very useful, especially to a new Editor or a new journal where the existing networks are small or where material for publication is apparently in short supply. Some 20 to 30 responses from prospective writers is not unknown after a letter with Call for Papers has been sent out to a selected list of people working in appropriate subject areas.

2. *Locate Editorial Advisory Board members for a journal.*

   There is quite a lot of peripheral subject overlap amongst Emerald titles and therefore it is possible to find, on the

database, people who have authored for us in the past, who are interested in becoming an Editorial Advisory Board (EAB) member of the journal or can recommend their colleagues. We can find experienced people, experts in their particular field or authors with the credentials and potential to become EAB members. We can help find new talent to revitalize your journal, to bring in new ideas and creativity.

3. *Locate other key people for the Editorial team.*

    As above, the Emerald Literati Network community is a source of Book Review Editors, special section Editors, Regional Editors (especially useful in increasing a journal's profile in other countries/continents), reviewers for papers especially when expertise in new subject areas is required by an Editor. Recently, we asked relevant Emerald Literati Network members whether anyone would be interested in becoming a reviewer for the *International Journal of Operations & Production Management* and the *International Journal of Quality & Reliability Management*. We received over 320 positive replies from authors wanting to contribute!

4. *Locate potential future authors from Emerald Research Connections.*

    Emerald Research Connections is an online meeting place for the academic and corporate research communities, providing the opportunity for researchers to present their own work and interests, and find others to participate in future projects or simply share ideas See http://info. emeraldinsight.com/research/ connections

5. *Increase the Editorial quality of your journal by using the Editing Service.*

    We are only too aware that some papers Editors receive are not given the full consideration they deserve due to poorly written English. This service, run independently of Emerald, seeks to remedy this by providing our authors with a high quality editing service, particularly aimed at those authors whose first language is not English but available to all who want help. This also relieves the burden from our Editors of re-writing some papers.

6. *Use our Conference Diary to promote any conferences you are attending.*

    Many of our Editors have already taken advantage of this service. Our online conference listing highlights the conference you are attending. This is a fantastic opportunity to promote your journal, and for networking with other Editors. It is also useful to see where you can meet your Emerald colleagues or other eminent professionals in your field. See http://info.emeraldinsight. com for further details.

7. *Increase copy flow and increase your journal profile by running an author workshop.*

    We hold author workshops, designed to help the novice author (mainly, but certainly not exclusively) get published.

Through these workshops, we aim to demystify the publication process and lower the perceived barriers to successful academic publishing. Our Publishers and Editors usually run these at their institutions. This is an excellent opportunity for you to meet new authors, promote your journal and perhaps lift your profile.

8. *Participate in our annual Awards for Excellence to increase the external profile of your journal.*

    Each year the Emerald Literati Network runs its prestigious Awards for Excellence which aims to thank and highlight outstanding authors published in the previous volume of your journal. The Editor (and EAB team) decides which of their authors to honour in this way. See the criteria for the Outstanding Paper Award.

9. *Recommend the Research Fund Awards to your authors and colleagues to ensure high profile copy for your journal.*

    2002 saw the launch of this exciting initiative, whereby Emerald re-invests a proportion of copyright fee income into its research community. In 2004, this was re-launched as an outstanding PhD prize, targeted at young researchers. This unique initiative aims to ensure new and exciting research, with the ultimate aim of publication within an Emerald journal.

    The Emerald Literati Network is a marvellous resource for Emerald's Editors and makes all kinds of contacts accessible around the world. New contacts can be made and old ones reforged if people have moved on.

What the Emerald Literati Network membership can do for the author

From the moment an author is published by Emerald, he/she automatically becomes a member of the Emerald Literati Network. This is a free service to all authors and Editors. The benefits of being a member are many and fulfil some of the needs identified by the authors themselves.

1. *Advice on writing and successful publishing.*

    The Emerald Literati Network's bi-monthly publication, the Literati Newsline, contains helpful tips on writing and getting published, and news from Emerald of interest to our authors. Help is given to authors writing in English as a second language via the Emerald Editing Service. The Network can help authors get in touch with specialists in their subject field.

2. *Further writing/publishing opportunities.*

    Calls for Papers in a member's area of interest/research will be e-mailed to them. Special issues and related conferences may be of special value.

3. *Extended photocopying rights.*

    Any member of the Emerald Literati Network is authorised to make up to 25 copies of any single article published by Emerald without seeking prior permission, provided that they are not for re-sale and Emerald Group Publishing

Limited owns the copyright of the article when published.

4. *Recognition of outstanding papers.*

   Each year, the Emerald Literati Network organizes the annual Awards for Excellence where the authors of outstanding papers published in participating journals are honoured.

5. *Access to the Conference Diary.*

   Our comprehensive conference calendar details the major conferences covering 12 specialist subject areas. Our authors can also view Editors and Emerald representatives attending the conference and, in some cases, even the stand at which they will be appearing.

6. *Promoting yourself and your work at conferences.*

   As a member benefit, Emerald Literati Network members are often asked whether they would like to meet an Emerald Editor at major conferences. They are provided with complimentary reprints of their chosen self-authored work for display and promotion.

What the Emerald Literati Network does for Emerald

The Emerald Literati Network is a positive asset to Emerald. It features very highly in the company's publishing philosophy, as mirrored in its mission statement. We firmly believe that the supply side of our business is of greater importance than simply selling the journals to customers. The benefits and opportunities to the company are many:

1. The Emerald Literati Network is a unique community of almost 60,000 authors and Editors, many of whom are friendly to Emerald and our initiatives and can often be called upon as advocates, to give advice or get involved.

2. Active management by Academic Relations and Services ensures that we retain the best and gain the most exciting authors – quality and quantity of copy increase.

3. It increases our ability to make more effective contact with members of a world-wide network. More networks and key individuals become accessible through our current members. We can boost the credibility of our journals by bringing new and important people into the Editorial teams and inviting such individuals to write for the journals.

4. The Emerald Literati Network believes that it offers a valuable forum for the publisher, Editors and authors to communicate in real ways about the interest they have in common – writing, publishing and disseminating academic research.

5. We administer the Doctoral Research Awards and Research Fund Awards; major goodwill initiatives important in establishing Emerald as a publisher with a reputation for integrity.

6. The Awards for Excellence, a unique celebration of author achievement, engender goodwill and advocacy in the academic community.

7. Excellent customer service standards and resources contribute to Emerald's drive to be a world-class operation and publisher of choice for academic and practitioner authors.

8. Emerald Literati Network web resources are a unique and powerful service open to all, attracting non-Emerald authors and researchers to the company.

9. We provide services to subscribing institutions and their members (e.g. author workshops) that can be used for marketing purposes.

10. Whilst adhering strictly to data protection laws, we can provide useful and key marketing information about what is important to our customers. To an extent, our authors are also our customers and readers. Emerald learns about gaps in the market and also about new research areas. The database can tell us something about where important research is happening and who are the movers and shakers.

11. Emerald Literati Network penetration into the academic community helps reinforce Emerald branding.

The annual Awards for Excellence

Each year Emerald honours and celebrates the achievements of the many individuals all over the world who have been involved with the journals in the previous year. In doing this, Emerald wishes to acknowledge publicly its gratitude to these people who show such commitment to the journals' success both in the marketplace and in terms of the journals' academic standing and achievement. There are many awards and each year the list grows.

The following awards are currently made:

• Outstanding Paper Award (for each participating journal)

• Highly Commended Papers

• Research Fund Awards

• Outstanding Special Issue Award

• Outstanding Service Awards

• Emerald Partnership Awards

• Emerald Aslib-Award

Each October, the External Relations Department will contact each Editor to ask for their nominations for the Outstanding Paper Award for that year's volume. The Editor must take into consideration that, by October, they may not have received all papers for that volume. Nominations for Outstanding Papers need to be based on all papers for that volume.

After you have made your initial selection, you may wish to consult with your EAB to achieve a consensus. Alternatively, you may ask the EAB to nominate their choice in the first instance and take it from there. Should you be unable to be involved personally, we would ask that you nominate a member of the Board to act on your behalf. If neither of these options is available it may be possible for us to make the selection for you.

Outstanding paper awards – Emerald's gems

Background

The criteria used for determining whether to publish a paper in the journal are decided by the Editor, Review Board and, in some cases, the EAB. These criteria vary from journal to journal and subject to subject and this is as it should be. However, we do believe that, when it comes to deciding on the outstanding paper from the whole volume, other factors should come into play. We want to help by providing some more specific guidelines which will be useful in all subject areas and will help to distinguish the "outstanding" from the "publishable". Once reviewed, all published papers are good or they would not be there but what sets apart the outstanding papers – Emerald's gems – from the rest?

Aims of the Outstanding Paper Award

In celebrating the outstanding papers and their authors through the annual Awards for Excellence, our overarching aims are to:

• Publicly recognise and celebrate an author's contribution of an outstanding paper

• Demonstrate that Emerald publishes top quality papers and authors

• Build on the relationships between the author and the journal Editor and Publisher

• Raise the profile of the journal and the Editorial team.

Winners and Highly Commended

We normally ask Editors to nominate an Outstanding paper and up to three Highly Commended papers from a volume of a journal. The winners will receive a plaque, certificate or other keepsake to remember their achievement.

Choosing the outstanding paper

We think that it is important that the choice is made by more than one person. This removes any charge of bias or favouritism. The EAB members are the obvious choice since they are closely involved in the aims of the journal and are familiar with the Editorial objectives and the prevailing standards of current papers and research. There are a number of ways in which an Editor can work with his/her EAB to pick the Outstanding and Highly Commended papers:

1. Some Editors compile a short list of those papers which might merit the nomination and then the EAB members vote on their preferred choice.

2. Some Editors allow the EAB members to nominate papers to produce a short list and then all vote again

3. One Editor asks his EAB to pick three papers and rank them with a numerical score (1-3). When all the EAB members' choices are totalled then there is usually a clear winner.

This just demonstrates process options and all are acceptable.

The criteria for choice

There are certain factors which are prerequisites in any paper. They should provide or demonstrate:

• Contribution of something new to the body of knowledge in terms of either approach or subject- matter

• Excellent structure and presentation and well written

• Rigour in terms of argument or analysis

• Currency – demonstrating that the latest/key works have been cited and used where necessary

• A work which is clearly within the Editorial scope and remit of the journal.

Over and above those factors different types of paper require different approaches and content. A top quality literature review, an innovative conceptual exploration, original research and a really well-constructed case study will do different things and can all demonstrate excellence in their own way.

The deciding factor

An Outstanding paper should have that special something – something that raises it above the rest and which you, the Editor and EAB, can recognise and define.

References

Day, A. (1996), *How to Get Research Published in Journals*, Gower, Aldershot.

Day, A. and Peters, J. (1994), "Quality Indicators in academic publishing", *Library Review*, Vol. 43 No. 7.

Whitfield, R. and Peters, J. (2000), "Quality in scholarly publishing", *Managing Service Quality*, Vol. 11 No. 3.

Emerald acquisitions

Emerald's history began with the acquisition of one journal – still one of our leading titles – Management Decision. Since then we have developed a significant proportion of our portfolio through acquisition. We have constantly worked to improve and develop our acquisitions process, making the transition seamless for subscribers, Editors and authors and as straightforward as possible for the transferring publisher. Transferring ownership rather than contract publishing means that Emerald takes a long-term view when it comes to investment and journal development.

On transfer, we take on all the costs and effort of the production process, meaning that the editorial team can concentrate on the business of sourcing papers and can save time, money and resources.

We are always looking to make quality additions to the Emerald portfolio, and are interested in acquiring journals in management, social science, engineering and complementary fields. We are always happy to hear from journal owners who would be interested in transferring their journal or journals to Emerald. To suggest or recommend a journal to Emerald, please contact your publisher. If you have any questions about Emerald or the acquisitions process we are always happy to answer these in confidence and with no obligation to sell.

In 2008, Emerald signed up to the UKSG Project TRANSFER code of practice. TRANSFER ensures minimal disruption for librarians and subscribers in the event of a journal moving between publishers, in terms of both continuity of access to content and communication of the transfer and any changes. Emerald is pleased to support this initiative to encourage best practice amongst publishers transferring journals.

Emerald books

Emerald books and book series consolidate our position as the world's leading publisher of management research, but also bring us into new and exciting areas such as sociology and anthropology, transport, language and linguistics, and politics and policy.

Author/Editor proposals

If you have an idea for a publication – either to publish as part of an existing series title or as a standalone book (textbooks, reference books and monographs are all welcomed) – please send your proposal to your publisher.

Please either submit an Emerald Book Proposal Form or use the following template format for your proposal:

• Subject

• Working title

• Your CV and contact details, together with the same for any co-author

• A brief description of your work's objective and its key selling points

• A draft table of contents and any sample material

• How this will differ from and be better than existing, competing works

• Estimated length

• Primary market

• Secondary market

• Estimated delivery date.

Do not send whole, unsolicited scripts.

What will happen to your proposal once submitted?

Your proposal will be fully researched against market needs, demand and competition; evaluated internally alongside Emerald's publishing plan and strategy; and by external experts in the given field. This process can take anything up to three-six months. Once completed, a decision will be made whether to commission your work for publication.

Why publish with Emerald?

From proposal to publication, Emerald is committed to providing a rewarding and successful publishing experience to all of our Editors and authors.

All Editors and authors will be supported via dedicated editorial staff, author relations support staff, and a quality-assured copy-editing and production service. Additionally, all Editors and authors become part of our author community, the Emerald Literati Network, consisting of more than 50,000 researchers and scholars world-wide.

Emerald's sales and marketing teams will develop a clear marketing plan for your product. They will plan promotional efforts that may include direct mail campaigns, leaflets and brochures, media and journal advertising, conference presence and promotion, and web sites. In addition, your Emerald contact can provide you with further information on how you can contribute to marketing your own product through the use of blogs and web presence.

New journals from Emerald

Guidelines for proposing a new journal

Emerald has a strong commitment to innovation and quality in journals publishing, and prides itself on being at the leading edge of business and management research. We are actively seeking to enhance or extend our portfolio to ensure optimum coverage of each subject area via journal launch, and invite proposing Editors to contact us with ideas for new journals.

Key considerations for proposing Editors:

What is your rationale for launch?

- *Is there a gap in the current journals market?*

- *How do you see the subject field evolving over the next five to ten years?*

- *Will the journal have international applicability and reach?*

What are the proposed editorial scope and coverage of the journal?

- *What are the key topics that the journal will cover?*

- *What will make it stand out from the competition?*

How will you attract submissions to the proposed journal?

Who will be the journal's target audience, in terms of both authors and users?

What is the composition of the research field, in terms of number of researchers and geography?

Who would you seek to invite on to the Editorial Board of the journal?

Where and how can the journal be effectively promoted?

- *Are there any conferences at which the journal could be promoted?*

- *Where is the research taking place?*

How would you see the journal developing over time? How will it position itself amongst the competition?

- *What are its unique selling points?*

The proposal form should be completed as fully as possible to enable proper and considered evaluation.

What will happen to your proposal once submitted?

The proposal will be evaluated by internal Emerald staff, and by external experts in the given field. This process can take anything up to two-three months. Once completed, a decision will be made whether to recommend the journal for launch.

Publishing in partnership

Emerald works with a number of membership organizations on various publishing partnerships.

An Emerald publishing partnership provides a novel way whereby member organizations gain an Emerald journal published in their name but without having to risk any of the input that traditional "society publishers" demand in terms of financial outlay and shared risk.

By publishing with Emerald, your organization can be promoted to an international audience via the widest possible dissemination routes, can rely on the best production and editorial resources and can benefit from a peer-reviewed journal that will become a vital means of encouraging member retention and engagement and attracting new applications.

If you represent a member organization and are interested in discussing the launch of a new journal for your membership and for the wider community, please contact your publisher.

Originality guidelines

It is Emerald's current editorial policy to welcome submissions for consideration which are original and not under consideration for any other publication at the same time. All authors should be aware of the importance of presenting content that is based on their own research and expressed in their own words. Plagiarism is considered to be bad practice and unethical. As part of the Emerald Copyright Policy, we have prepared these guidelines to assist authors in understanding acceptable and unacceptable practice. Our approach is specifically aimed at promoting and protecting authors' work.

The following types of plagiarism should be avoided:

Verbatim copying. Verbatim copying of more than 10 per cent (or a significant passage or section of text) of another person's work without acknowledgement, references or the use of quotation marks.

Paraphrasing. Improper paraphrasing of another person's work is where more than one sentence within a paragraph or section of text has been changed or sentences have been rearranged without appropriate attribution. Significant improper paraphrasing (more than 10 per cent of a work) without appropriate attribution is treated as seriously as verbatim copying.

Reusing parts of a work without attribution. Reuse of elements of another person's work, for example a figure, table or paragraph without acknowledgement, references or the use of quotation marks. It is incumbent on the author to obtain the necessary permission to reuse elements of another person's work from the copyright holder.

Self-plagiarism. Emerald requires that all authors sign a copyright form that clearly states that their submitted work has not been published before. If elements of a work have been previously published in another publication, including an Emerald publication, the author is required to acknowledge the earlier work and indicate how the subsequent work differs and builds on the research and conclusions contained in the previous work. Verbatim copying of an author's own work and paraphrasing is not acceptable and we recommend that research should only be reused to support new conclusions.

We recommend that authors cite all previous stages of publication and presentation of their ideas that have culminated in the final work, including conference papers, workshop presentations and listserv communications. This will ensure that a complete record of all communication relating to the work is documented.

Republication of original work. Original work is published in Emerald journals with a small number of exceptions only. These exceptions include conference papers, archival papers that are republished in an anniversary or commemorative issue, papers that are of particular merit and that have received only limited circulation (for example through a company newsletter). These papers are republished at the discretion of the Editor. The original work is fully and correctly attributed and permission from the appropriate copyright holder obtained. Attributions will be added to archive content that has been found to have been republished in an Emerald journal in the past.

Attribution

References to other publications must be in Harvard style for Emerald journals. All references should be carefully checked for completeness, accuracy and consistency. You should include all author names and initials and give any journal title in full.

When referring to ideas or research by another author, you should cite publications in the text using the first named author's name in one of two ways:

"The value of individualism emphasizes an 'I' orientation." (Wheeler, 2002)

or

"Wheeler (2002) states that the value of individualism emphasizes an 'I' orientation."

When copying part of a sentence verbatim, always use quotation marks and correctly cite the original author. For example:

"Wheeler (2002) states that 'the value of individualism emphasizes an 'I' orientation'"

When copying a section of text verbatim, always indent the paragraph. For example:

"Wheeler (2002) asserts that:

Masculinity/femininity is another important value that relates to differences between cultures. In strongly masculine societies, the dominant values in society are material success and progress, and men are supposed to be assertive, ambitious, and tough. In feminine societies, the dominant values are caring for other people and warm relationships."

If no author is given, use "Anon".

At the end of the paper a reference list in alphabetical order should be supplied:

For books: surname, initials, (year), title of book, publisher, place of publication, e.g. Fallbright, A. and Khan, G. (2001), *Competing Strategies*, Outhouse Press, Rochester.

For book chapters: surname, initials, (year), "chapter title", editor's surname, initials, title of book, publisher, place of publication, pages, e.g. Bessley, M. and Wilson, P. (1999), "Marketing for the production manager", in Levicki, J. (Ed.), *Taking the Blinkers off Managers*, Broom Relm, London, pp. 29-33.

For journals: surname, initials, (year), "title of article", journal name, volume, number, pages, e.g. Greenwald, E. (2000), "Empowered to serve", *Management Decision*, Vol. 33 No. 5, pp. 6-10.

Treat conference proceedings in the same way as you would

a journal article, but insert the full conference title and dates where the journal title would normally appear.

For web sites: surname, initials (year), "title of cited work", available at: web site link (accessed [appropriate date]), e.g. Smith, R. (2004), "Managerial roles and coping responses", available at **www.managerial.roles.coping.responses/** (accessed 29 June 2005).

If an author name is not given, begin with the title of the cited work.

Self-citation

One issue of particular concern for Editors of Thomson Reuters (ISI) journals is the rate of self-citation. An ISI journal is counted for all cites from all other ISI journals for the purposes of calculating the Impact Factor, and this includes the journal itself – and this is called a self- cite. Self-cites are of course perfectly harmless in moderation, but there is plenty of evidence that suggests that some journals seek to increase the number of self-cites by requesting that authors add more citations from that journal, thereby increasing the Impact Factor. While ISI do not make public the level above which self-cites are not tolerated, it is fair to assume that for most journals a self-cite rate above 50 per cent of all cites is not healthy, and anything above 80 per cent may lead to the journal being thrown off ISI. Editors need to monitor the rate of self-cites against competitor journals also on ISI to ensure that they do not exceed others' counts, and should certainly not solicit self-cites from authors.

Handling allegations of plagiarism

Emerald seeks to uphold academic integrity and to protect authors' moral rights. We take all cases of plagiarism very seriously. Emerald is also aware of the potential impact an allegation of plagiarism has on a researcher's career. Therefore, we have procedures in place to deal with alleged cases of plagiarism.

For us to take an unbiased approach, we investigate each case thoroughly, seeking clarification from all affected parties. Emerald was the first academic publisher to adopt the iParadigms software, which we have been using for over two years, to help inform us when an alleged case of plagiarism is brought to our attention.

If we are approached by someone who is not the author or the copyright owner with an allegation of plagiarism, we would always seek a response from the original author(s) or copyright holder(s) before we decide on a course of action. We will not be influenced by other parties and will form our decisions in an unbiased and objective manner.

If you are concerned about plagiarism or want to know more about Emerald's approach to handling allegations of misconduct, please contact your publisher.

Emerald's copyright policy

Basic principles: Copyright protects the interests of those who create, and invest in creativity.

The creator of an original work is the prime owner of intellectual property. Copyright confers exclusive legal rights to control that work on the owner of intellectual property. A copyright owner has the right to copy, adapt or distribute the work by any means and to authorize others to do so by the transfer (assignment) or licensing of copyright. Without permission of the copyright owner, a work cannot be copied, adapted or distributed. Fair Dealing (Fair Use) for the purpose of research, private study, criticism or review, instruction or examination does not infringe copyright. An author's moral rights are to be identified as the author; to object to derogatory treatment of their work; and not to have work falsely attributed to them.

We ask for transfer of ownership of copyright from authors. This enables us to distribute our authors' published research via a number of means to a wide range of readers, to take advantage of new technologies as they arise to distribute and store authors' work, and to protect our authors from copyright and moral rights violation. We only work with third-party distribution partners with assured copyright policies, and monitor usage to ensure that it is in accordance with our principles.

We do not restrict authors' rights to reuse their own work (i.e. within a new publication where their name will appear on the front cover). This is an important difference. Authors do not have to ask our permission and, if they do, the answer is yes.

Emerald authors who assign their copyright to us retain unlimited free reproduction rights for their own work. Authors do not give up their rights to use, republish or reproduce their work for course notes, in another journal or as a book chapter (where their name appears on the front cover), or electronically including their own or institutional web site (this must be a non-Emerald branded version of the article), subject to acknowledging first publication details. Authors who publish with Emerald are not required to seek our permission with regard to their own work.

We actively reinvest copyright royalties back into the research community.

Emerald offers active support for authors who contribute to our publications, with free membership of the Literati Club, and annual Awards for Excellence amongst our tangible author benefits. We reinvest 25 per cent of copyright royalties (up to £25,000 annually) received from Reproduction Rights Organizations to research which promotes the advancement of knowledge for the common good, via the Emerald Research Fund. This is managed by a panel which invites funding applications.

We actively try to facilitate subscriber access.

We aim to bring our authors' work to the widest audience, under the protection of our copyright policy. Emerald subscriber licences are generally recognised as an industry standard for their simplicity and liberality, and follow National and International Library

Association guidelines. Emerald achieves industry-leading download ratios; Emerald authors get widely read.

We offer an Author's Charter, and complete transparency in our policies on copyright and authors' rights.

We are proud of our Copyright Policy and, in the interests of openness, prominently display on our web site a statement of Emerald's Copyright principles, and our Authors' Charter.

The Emerald Copyright Policy is managed by a senior team, and reviewed and agreed annually by the Board of Directors, following regular industry consultation and advice.