

SPM Guide to Preparing Manuscripts for Publication

To publish an article in the Journal of the Society of Project Management (SPM) or conference proceedings in English in Proceedings of National Conference, and Proceedings of International Conference on Project Management (ProMAC), please refer to the instructions below.

1. General note

- (1) Except for manuscripts submitted to the International Conference on Project Management (ProMAC) and invited articles, the first author must be an individual or a student member of SPM.
- (2) Changes to the names or ordering of authors will not be accepted after submission.
- (3) The submitted manuscript must be camera-ready (with complete block copy data). The format of submitted manuscripts must be in the final format for publication. For effective communication and understanding between authors and editors, reviewers, and readers, the authors must carefully verify that their manuscript meets the requirements for format, sentence construction, grammar, spelling, and mixing languages. For example, non-native English speakers may opt to avail a language editing service to improve their manuscripts.
- (4) To produce a good manuscript, authors must adhere to publication ethics. Submitted work must not be a plagiarized version, should not have been published elsewhere, should cite and acknowledge the works of others as appropriate, and only list co-authors who have made major contributions.
- (5) The manuscript must be a MS Word (any version) document file. PDF files are not accepted.

2. Manuscript style

2.1 Word processor settings using MS Word

- (1) Set the page size to A4, with 19-mm left and right margins and 22-mm top and bottom margins. A page must have two columns, 50 lines, and standard column width. All paragraphs must be fully justified, except “Keywords and Phrases.”
- (2) The length of the manuscript is strictly limited.

For the Journal of the Society of Project Management

- Research Paper*: at least 6 pages but no more than 10 pages
- Applied Research Paper*: at least 6 pages but no more than 10 pages
- Contributed Paper*: at least 6 pages but no more than 10 pages
- Research Note** : at least 4 pages but no more than 6 pages
- Other articles: 6 pages or less;

For Proceedings of the National Conference

- Type A: at least 2 pages but no more than 10 pages
- Type B***: at least 6 pages but no more than 10 pages

For Proceedings of ProMAC

- All papers*: at least 6 pages but no more than 10 pages.

Notes:

- * This manuscript is peer-reviewed by two or more blinded reviewers.
- ** The manuscript is peer-reviewed by two or more blinded reviewers and will be accepted for publication if it is recommended by one reviewer.
- *** After the conference, the manuscript will proceed through the quick review process as a research paper, an applied research paper, or a contributed paper.

- (3) Use Times New Roman font, as model-dependent and double-byte characters often cause garbling. Numerical

expressions do not need to follow this rule.

2.2 Section numbers

- (1) Each section heading should be numbered serially, with a full stop and a blank space before the heading, except for the Notes, Acknowledgments, and References sections.
- (2) For headings within subsections, e.g., for paragraphs and/or clauses, use the respective section number (e.g., 1.1, 1.2 ..., 2.1, 2.2 ...) and/or a symbol to show the order (e.g., a), b) ...). Do not add a full stop at the end of subsection numbers; for example, “1.2.”
- (3) Leave a blank line only above the heading, and begin writing the body text immediately below. Use a five-character indent for the first line of a new paragraph in the section.

Notes:

These specifications are for subsection heading and not itemized lists. In itemized lists, do not leave a blank line after starting a new line, even when symbols, such as a) and b), are used.

Examples:

1. Introduction (section number “1” + full stop + 1- space + section title.)
(Insert one blank line.)
This study is a project... (Do not indent the text directly below the blank line.)

(Insert one blank line.)
2. Previous studies
(Insert one blank line.)
2.1 Outline of PMMM (sub-section number “2.1” + 1- space + sub-section title; do not place a period after a subsection number)
Kerzner (1995) addresses a general... (Insert a five-character indent for the first line of a new paragraph.)
...
According to the discussion... (Insert a five-character indent.)
...
(Insert one blank line.)
2.2 Category of PMMM proposals
Many types of PMMM... (Insert a five-character indent.)

2.3 Figures and tables

- (1) Number figures and tables serially as separate lists (e.g., Figure 1, Figure 2, etc.; Table 1, Table 2, etc.).
- (2) Numbers and headings are placed below the figures and above the tables.
- (3) Leave a space between the number and the heading; do not use symbols, such as colons or commas (e.g., “Table 1 (Heading)”; and **not** “Table 1 : (Heading)” or “Table 1 . (Heading)).
- (4) When figures and tables do not fit within one column, align them to the center of the page, between the two columns.

2.4 Other Specifications

- (1) Write inline variables in italics, and units and operators in roman.
- (2) If there is a blank space on the final page, split the body text on this page equally between the two columns so that the blank space is spread evenly.

3. Order of manuscript items

1) Title

- (a) Center align the title across the two columns (This part of the manuscript should be single column). Use

- 14-point font size, and implement title case.
- (b) The title must clearly represent the manuscript, such as its content, features, and main methods.
- (c) Use a 10.5-point font size for the subtitle, and implement title case. The main title must indicate the content of the paper, while the subtitle indicates the details of the related series of research.
- (d) Leave a 10.5-point blank line below the title.

2) Author names

- (a) Center align the author names across the two columns (This part of the manuscript should be single column). Use 10.5-point font size.
- (b) Indicate the first names first, followed by last names with a space between the two. Capitalize the first letter of each name, and use lower case for the remaining letters. For example, “John Smith.”
- (c) When there are multiple authors, leave a two-character space between the first author’s name and the second author’s name. Do not start the name of each author in a new line. Starting a new line is only allowed when the names of all authors do not fit in one line.
- (d) Do not leave blank lines below the names of the authors.

3) Affiliations

- (a) Center align the author affiliations across the two columns (This part of the manuscript should be single column). Use 10.5-point font size.
- (b) If there is only one author, or all authors have the same affiliation, include the affiliation directly below the 2nd author’s name. Do not include symbols, such as asterisks, or numbers.
- (c) If there are multiple authors and multiple affiliations, include an asterisk superscript at the end of each name, followed by serial numbers that indicate the order of appearance of the authors. If there two or more authors with the same affiliation, indicate this using the same number.
- (d) Indicate only the organization’s name in an affiliation. Do not include the names of departments, faculties, or occupational roles.
- (e) Leave a 10.5-point blank line below the affiliations.

Examples:

1) Single author:	2) Multiple authors; single affiliation:	3) Multiple authors; multiple affiliations:
James Smith PM Consulting Ltd.	James Smith John Williams PM Consulting Ltd.	James Smith* ¹ Mary Brown* ² John Williams* ¹ * ¹ PM Consulting Ltd. * ² University of Eurasia

4) Abstract

- (a) Justify both sides of the abstract across the two columns (This part of the manuscript should be single column). Use 9-point font size.
- (b) Abstracts should be a single paragraph.
- (c) The abstract must state clearly, independent of the body text, the objectives, details, and results of the present research, and must function as material that readers can use to assess whether the article is of interest to them.
- (d) Generally, abstracts do not feature in-text citation. However, if an indication of the existence of previous research will link to the characteristics or originality of the present study, this can be done using author names (last names, in cases of multiple authors) followed by the publication year within parentheses; for example, “Smith and Williams (2016).”
- (e) Leave a 10.5-point blank line below the abstract.

5) Keywords and Phrases

- (a) Left-align keywords across the two columns (This part of the manuscript should be single column). Use 9-point font size, and implement title case.
- (b) Start with the fixed heading “Keywords and phrases:” followed by the keywords and/or key phrases .
- (c) Keywords and key phrases lead readers to your paper, and help them understand the main aspects of the paper’s argument. Thus, it is good to feature words and phrases that are not included in the title. However, duplication of words and phrases that the author wishes to stress is acceptable.
- (d) As keywords and key phrases will be referenced independent of the main body text, they should include words that can be understood by most people with specialist knowledge in the particular field(s). Do not use words that will not be understood by those not related to specific groups or organizations, even if they play an important role in the development of the main text.
- (e) Include at least three but no more than five keywords or key phrases.
- (f) Leave a 10.5-point blank line below the keywords.

6) Main body text

(a) General

Attempt to structure the body into, among others, sections, paragraphs, and clauses that clearly explain your own assertions. Write in a way that helps readers distinguish easily and clearly the objective facts, proposals, and ideas, as well as details that differ from the perspectives of your own proposals.

(b) Citations in text

1. To support the author's originality and ideas, citing opinions or proposals by others is very important. However, long and redundant quotations from other works often violate the copyright of authors, are not acceptable in an academic paper. Furthermore, even though it is specialized knowledge, any well-known knowledge should not be described. They should be replaced by suitable references. On the other hand, commentary articles, categorized under 2.1 (2) “Other articles,” do not always correspond to this requirement. In such cases, long and redundant quotations are not acceptable, and helpful comments and references that promote the reader’s comprehension of the subject are enthusiastically received.
2. Please ensure that the content of references does not violate copyright. Special attention should be paid to citations in figures and tables. SPM is a Registered Education Provider (R.E.P.) for Project Management Institute (PMI) and is required to follow the copyright policies of PMI. Thus, regardless of any general copyright understanding, in this situation, citations from all works of PMI are put under an inflexible constraint. According to SPM’s policy, citations from PMI’s contents are forbidden. If there is any conflict in copyright treatment between PMI and SPM’s publications, as a result of violating this policy, the responsibility of it will rest with each author.

(c) Notes

1. Please avoid adding explanatory notes to the body text, as much as possible. Adding supplementary explanations are acceptable if you deem them important for the readers’ understanding of the manuscript. Clearly indicate the existence of explanatory notes using the notation “Note,” followed by the serial number added to each explanatory note, within parentheses.
2. Explanatory notes are placed at the end of the body text, before the References section and acknowledgements. They are presented under the heading “Notes”; and include, in parentheses, the word “Note” followed by the relevant serial number, and then the concise, additional explanation.
3. Leave a blank line under the heading “Notes.”

(d) Use “Introduction” and “Conclusion” as the first and last sections of the paper.

Example:

<Reference to Note within the main body text>

... clearly indicated by Smith and Williams (2016) (**Note 1**) ...

<Explanatory notes featured at the end of the body text>

Notes

(Leave one blank line.)

Note 1) The assertions of the present paper are supported by Smith and Williams (2016, p.48), which features ...

Note 2) ...

7) Acknowledgements

(a) Do not use a section number in the acknowledgements heading.

8) References

(a) Do not use a section number in the references heading.

(b) The references list must be presented in alphabetical order of the authors' last name.

(c) If there are multiple works by the same authors, these should be presented in the ascending order of year of publication.

(d) If there are multiple works by the same author in the same year, differentiate each item using small letters in alphabetical order, e.g., "2016a" and "2016b."

(e) Include author last names in full, with the initial letters of first and middle names followed by periods, e.g., "Smith, J."

(f) Reference details must be presented in the following order: author names; space; publication year (inside parentheses); full stop + space; paper title or book name (italic); space; name of a journal (this item is omitted for books); space; volume number + issue number (inside parentheses); space; page(s) (start page + hyphen + end page, this item is omitted for books); full stop.

Examples:

- Author names must include last name + comma + space + initial + full stop.

- The list must be in ascending alphabetical order of the authors' last name.

<For papers and articles>

<For one or two authors>

Crawford, L. **and** Nahmias, A.H. (2010). *Competencies for Managing Change*. Int.J. Proj. Manag. 28(1), 405–412.

<For three authors>

Crawford, L., Nahmias, A.H. **and** Smith, J. (2010). *Competencies for Managing Change*. Int.J. Proj. Manag. 28(1), 405–412.

Crawford, L., Langston, C. **and** Bajracharya, B. (2013). *Participatory Project Management for Improved Disaster Resilience*. Int. J. Disaster Resilience in the Built Environment, 4(3), 317-333.

<For four or more authors>

Crawford, L. **et al.** (2010). *Competencies for Managing Change*. Int.J. Proj. Manag. 28(1), 405–412.

<For books>

- Do not end Inc or Ltd in the names of the publishing company with a period; for example, do not use Ltd . or Inc .).

- Do not include details on the place of publication.

Metzger, P. W., and Boddie, J. (1996). *Managing a Programming Project: Processes and People*. Prentice-Hall, Inc.

<For standard documentation>

ISO 21500: 2012. *Guidance on project management*.

<For citing information from the internet>

- The same format of papers and articles applies, with a URL and last accessed date included at the end, i.e., Author name + full stop + space + document name (italic) + full stop + space + publishing body + full stop + space + URL + comma + date viewed (year-month-day) + full stop .
- Avoid citing materials from the internet, as it may provide less reliable content, could have been rewritten over time, and/or may become inaccessible. Almost all material from the internet has an original or official version that appears in print or electronic versions of the journal. The materials from the internet are often temporary versions or extracts from books or articles. Include the original version as much as possible.
- Delete hyperlinks, and ensure that there are also no ellipses.

Bowman, J. P. and Targowski, A. W. *Modeling the Communication Process: The Map is Not the Territory*. <https://wmich.pure.elsevier.com/en/publications/modeling-the-communication-process-the-map-is-not-the-territory>, (accessed 2016-12-19).

<For multiple works by the same author in the same year>

Niwa, E. **and** Seki, T. (2015a). *Understanding of Iterate Model based on Project Management Process*. Proc. 16th APIEMS, 862-869.

Niwa, E. **and** Seki, T. (2015b). *On the Motivation Enhancement Model for IS Development Project*. Proc. 8th ProMAC, 366-373.

<How to cite referenced works in the main body text>

Within the body text, regardless of the entry in the References section, aim to be concise. Only the authors' last names must be featured, in the following format: last name + parenthesis + publication year + comma + space + page(s) (the page number can be omitted, if not required) + parenthesis.

<One author>

Crawford (2010) considers stakeholder management...

<Two or more authors>

- For two authors, you may either abbreviate or include both names.
- Use "and" before last author, not the symbol "&."
- For three or more authors, abbreviate and use "et al."

Crawford **and** Nahmias (2010) consider stakeholder management ...

Crawford **et al.** (2010) consider ...

<When citing indirectly referenced works in the main body text>

Include the last name and year of publication inside parentheses, using the format indicated previously.

... are notes made by Freeman at the Stanford Research Institute (Freeman **and** Reed, 1983).

9) Appendices

(a) Do not use a section number in the references header.

(b) Our editorial policy do not always recommend to use appendices. On the other hand, if some detail describing of an important items in the main body disturb the reader's understanding of the author's argument, it is better to use appendices to describe the details of them.