Style Guide for HBS Casewriters and Editors

July 2007

Style Guide for HBS Casewriters and Editors

July 2007 edition

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

CONTENTS

INTRODUCTION

About This Guide

This guide provides style guidelines for writers of cases and other course materials at HBS. It is intended to save writers time, ensure the consistency of cases, and speed up the process of making cases widely available outside HBS. This guide includes the following information:

- Answers to frequently asked questions about grammar, punctuation, spelling, and word usage
- Conventions for exhibits, tables, illustrations, and citations
- The key issues that writers should address in every case they write

This guide is part of a copyediting service that is available to HBS faculty members for cases and other course materials. The copyediting is performed by a team of editors who review cases for grammar, spelling, punctuation, word usage, and numerical consistency, as well as issues related to sourcing and citation.

How to Use This Guide

The purpose of this guide is to answer some of the questions that come up most frequently for casewriters. Rather than reading this guide from cover to cover, think of it as a reference to consult when you have specific questions.

The most important guidelines writers should follow are the ones listed in *Key Guidelines for Casewriters* on p. xiv.

RETURN TO TABLE OF CONTENTS

How This Guide Is Organized

Individual topics within this guide are listed alphabetically within each chapter. This guide also provides multiple ways to find a topic. In particular, the guide lists main topics—such as *Numbers*—side-by-side with more detailed ones, such as the style for minus signs. This means that if you want to know how to punctuate *MBA*, you can look under either *Academic degrees* or *MBA*. If you want to know how to capitalize a job title, you can look under either *Capitalization* or *Job titles*. If you want to know whether to place a colon inside or outside of quotation marks, you can look under either *Colons* or *Quotation marks*.

Overview of Chapters and Appendixes

This guide contains the following chapters:

- Chapter 1, "Style and Usage," provides guidelines about spelling, capitalization, punctuation, grammar, and word usage.
- Chapter 2, "Exhibits, Figures, Tables, and Appendixes," provides guidelines about exhibits, figures, tables, and appendixes.
- Chapter 3, "Citations," provides guidelines about footnotes and other kinds of citations.

This guide also contains the following appendixes:

- Appendix A, "Prepositional Idioms," shows the prepositions to use with common verbs, nouns, and adjectives.
- Appendix B, "Compound Words," shows how to spell and hyphenate common compound words.
- Appendix C, "Abbreviations for Names of U.S. States," shows the two-letter abbreviations for names of U.S. states.
- Appendix D, "Copyediting Marks," shows the marks that HBS editors use when editing cases.

RETURN TO TABLE OF CONTENTS

What's New and Revised in the 2007 Edition

The following sections are new or have been substantially revised from the last edition of the style guide in response to feedback from casewriters and trends that the editors in Case Services have noticed since the last revision.

In Chapter 1, "Style and Usage"

In Chapter 3, "Citations"

RETURN TO TABLE OF CONTENTS

Other Style Resources

This guide is based on the most common questions that come up for casewriters; it is not a complete reference work. For more information about related topics, see the following information:

- The HBS case template: http://intranet.hbs.edu/tss/download.html.
  From this site, you can download a template that is appropriate for your platform.
- The case template guidelines: "Formatting HBS Cases: User's Guide,"
  HBS No. 999-971 http://intranet.hbs.edu/tss/download/hbscase/userguide.pdf.
- A sample case: "HBS Sample Case–MS Word," HBS No. 999-972
  http://intranet.hbs.edu/tss/download/samplecase.pdf.
- Procedures for submitting cases: "A Guide to Submitting Course Materials,"
  HBS No. 904-401 http://intranet.hbs.edu/dept/drfd/caseservices/guide.html.

Writers can find additional information about spelling, punctuation, and word usage in the following publications:

- *Merriam-Webster's New Collegiate Dictionary* (online at www.m-w.com).
  Use this dictionary not just for questions about spelling and meaning but for information about capitalizing and hyphenating words.
- *The Elements of Style,* 4th ed., by William Strunk, Jr. and E. B. White.
  This famous book, following its own advice, is short and to the point.
- *The Chicago Manual of Style,* 15th ed.
  A complete reference work for matters of punctuation, spelling, and citation.
- *Harbrace College Handbook*, 13th ed., by John C. Hodges et al.
  A useful resource about grammar, syntax, and style.
- *A Dictionary of Modern Usage,* by Bryan Garner.
  A commonsense perspective on English word usage.
- *The Wall Street Journal Guide to Business Style and Usage* by Paul R. Martin.
  A style guide for business writers, with information about numbers, trademarks, company names, and related issues. Includes an appendix of currency symbols.
- *When Words Collide: A Media Writer's Guide to Grammar and Style,* 5th ed., by Lauren Kessler and Duncan McDonald.
  A clear and easy-to-use book about grammar and style.

RETURN TO TABLE OF CONTENTS

Conventions Used in This Guide

This guide uses the following conventions and terms:

- Within each chapter, main entries are in alphabetical order.
- Examples are in this font: Here is an example.
- Cross-references are in italics, with a slash between the names of sections and subsections. For example, in the following reference—*See Numbers/Dates, p. 46*—the word *Numbers* is the name of a section, and *Dates* is the name of a subsection.
- If you are viewing this guide electronically in Adobe Acrobat, navigation links have been added to the page numbers in the *Contents* section on *p. iii*. If you click on a page number in the Contents section, the link will take you directly to that page.
- An index has also been added to help you find additional information that may be cross-referenced under another topic.

If You Have Any Comments

If you have any comments about this guide, please contact Caroline Roop at croop@hbs.edu or Rosalyn Reiser at rreiser@hbs.edu. We would like to address new issues as they arise to make this a valuable and dynamic reference tool.

RETURN TO TABLE OF CONTENTS

Key Guidelines for Casewriters

The following are the key guidelines that casewriters should follow in every case they write.

Guideline	For more information, see…
1. Write in the past tense.	*Tense, p. 64*
2. Refer to the characters in a case by last name.	*Names, p. 44*
3. Maintain a neutral, nonjudgmental tone.	*Tone, p. 66*
4. Use gender-neutral language.	*Gender, p. 33*
5. Use the active voice.	*Active voice, p. 2*
6. Avoid jargon and technical terms.	*Jargon, p. 39*
7. Use exhibits to amplify the points you make in the case.	*Exhibits, p. 30*
8. Refer to all exhibits within the body of the case, and include a brief explanation of each exhibit.	*Cross-references, p. 19*
9. Provide citations for all source materials, including direct quotations, paraphrased factual statements, and borrowed ideas.	*Source lines, notes, and footnotes, p. 78* in Chapter 2; and Chapter 3, "Citations," *p. 81.*
10. Use the HBS case template to be sure you adhere to formatting standards.	*Template, p. 64*

RETURN TO TABLE OF CONTENTS

Chapter 1 STYLE AND USAGE

This chapter provides guidelines about spelling, capitalization, punctuation, grammar, and word usage. For information about exhibits, figures, and tables, see Chapter 2. For information about citations, see Chapter 3.

A, an

Use *an* before a word beginning with an *h* only if the *h* is silent.

a hospital
a hotel
an heirloom
an honorary degree

See also *Abbreviations, p. 1; Acronyms, p. 2.*

Abbreviations

An *abbreviation* is a shortened form of a word, an *acronym* is a pronounceable word (such as NATO or radar), and an *initialism* is an abbreviation formed from the initial letters of words in a phrase, pronounced as individual letters (for example, IBM).[1]

For convenience, this guide uses the term *acronym* to refer to both acronyms and initialisms.

For information about acronyms and initialisms, see *Acronyms, p. 2*. For information about abbreviations, see the following sections in this chapter: *Academic degrees, p. 1; Addresses, p. 3; Company names, p. 16; Job titles, p. 39; MBA, p. 42; Numbers/ Abbreviations and symbols, p. 46; States, p. 63; U.S., p. 68.*

In Chapter 2, see *Abbreviations (in exhibits, figures, and tables), p. 72.*

Academic degrees

Omit periods when referring to academic degrees.

AB
BA
MA
MD
MS
PhD
MBA

RETURN TO TABLE OF CONTENTS

Academic degrees (cont.)

Include periods only if you think there might be uncertainty about their placement. For example:

D.Min.
Litt.D.
LL.B.
Ph.B.

For a list of frequently used academic degrees, see *The Chicago Manual of Style*, 15th ed., section 15.21.[2]

Acronyms

Set acronyms in all caps with no periods or spaces between letters. Acronyms include the names of familiar corporations, such as GM; government and international agencies, such as NASA; and legislative acts, such as OSHA.

On the first use of the term, spell out the complete term and enclose the acronym in parentheses. Thereafter, the acronym may be used.

The Financial Accounting Standards Board (FASB) develops the standards that govern financial statements. The FASB is funded through fees paid by public companies.

NOTE: Acronyms that are widely known (such as BBC, FBI, KGB, NATO) do not need to be spelled out on first use. When deciding whether to spell out an acronym, however, it is best to err on the side of caution, as some international readers may not be familiar with acronyms that are common in the United States.

Choose a preceding indefinite article ("a" or "an") based on the acronym's pronunciation—for example:

a RAM database
a NATO meeting
an MBA curriculum
an NFL team

For more information about acronyms, see *Company names, p. 16*; *Department names, p. 24*; *Job titles, p. 39*.

Active voice

Verbs are either active or passive. In HBS cases, the preferred style is always the active voice.

The management made mistakes.

This style is stronger, and therefore preferable, to the following forms:

Mistakes were made by the management.

Mistakes were made.

RETURN TO TABLE OF CONTENTS

Active voice (cont.)

There are some situations in which the passive voice is justifiable—for example, when the person performing the action is unknown or is difficult to identify.[3] For example:

The cargo was damaged during the trans-Atlantic flight.

Passive voice may also be acceptable in teaching notes and other documents. In cases, however, the active voice is preferable.

Addresses

Use commas to separate the elements of an address.

The company's headquarters were located at 647 East 74th Street, Armonk, New York.

For details about spelling out the names of states, see *State names, p. 63*.

Affect vs. effect

To affect means to influence.

The change in policy will affect profits in the short term and corporate culture in the long term.

The company's financial situation affected the employees in several ways.

The verb *effect* means *to bring about*; the noun means *result*.

(verb) – By forming replicable program models, the organization effected palpable change in similar programs across the country.

(noun) – Consumers felt the effects of rising interest rates within a few months.

Anon. (anonymous)

Do not use *anon.* in footnotes. It is best to either find the exact source or omit the information from the case.

Anyone

When a sentence with the word *anyone, everyone, or someone* becomes awkward, you may use plural pronouns, such as *they* or *we*, to avoid an awkward *he or she*.

For more information, see *Gender/Generic pronouns, p. 34*.

RETURN TO TABLE OF CONTENTS

Asterisks

Asterisks are sometimes used to separate sections of a case, especially between the main body of the case and its conclusion. If you decide to use this style, first consider whether a text heading (such as *Conclusion*) would suffice. If not, then use the following style for the asterisks:

- Use five asterisks, with two spaces between each one.
- Center the asterisks, and put a double space above and below.

Here is the text before the asterisks.

* * * * *

Here is the text after the asterisks.

For information about using asterisks in footnotes, see *Asterisks, p. 4*.

Because vs. since

Use *because* to denote a specific cause-effect relationship.

He went because he was told.[4]

Because the economy was expanding, even mediocre marketing campaigns were successful.

Use *since* to refer to a passage of time.

Since 1886, the company's main brand, Coca-Cola, was synonymous with soft drinks.

In addition, use *since* in a causal sense to indicate that the first event in a sequence led logically to the second but was not its direct cause. In *A Dictionary of Modern Usage*, Bryan Garner explains that "*since* expresses a milder sense of causation than *because*."[5]

He went to the game, since he had been given the tickets.[6]

Bias-free communication

Harvard Business School supports the elimination of bias in all written communication. Writers should avoid terms that may show bias with regard to gender, race, age, sexual orientation, or any other factors.

See also *Gender, p. 33*.

Billion

See *Million, p. 43*.

RETURN TO TABLE OF CONTENTS

Block quotations

Set quotes of five or more complete lines in block format. Use the *Quote* style in the HBS case template, which indents the quote from left and right margins. For details about using the *Quote* style, see the sample styles in "Formatting HBS Cases: User's Guide," http://intranet.hbs.edu/tss/download/hbscase/userguide.pdf.

Punctuate the block quotation as follows:

- Exhibit references—If you include exhibit references in the quotation, enclose them in square brackets. For example, [See **Exhibit 7**.].
- Footnotes or endnotes—Place note numbers at the end of the block quote.
- Introductory sentence—End the introductory sentence with a colon only if the wording would normally require one; otherwise, end the sentence with a period.
- Quotation marks—Do not enclose the block quotation in quotation marks. However, use double quote marks to enclose any quotes within the block quote. If there are additional levels of quotes within the block quote, alternate between double and single quotation marks.

See also *Brackets, p. 5*.

Bold

Use boldface for references to exhibits, figures, and tables. In addition, capitalize the words *Exhibit, Figure,* and *Table.*

(See **Exhibit 1** for information about. . . .)

Avoid using bold for any other purpose, including special emphasis. Bold should be used only for references to exhibits and for heading styles defined in the case template. For details about these heading styles, see "Formatting HBS Cases: User's Guide," http://intranet.hbs.edu/tss/download/hbscase/userguide.pdf.

See also *Italics, p. 38*.

Brackets

Use square brackets to enclose explanations or editorial interpolations within a quotation.[7]

As Williams explained, "Without buy-in from Schulinger [manager of research and development], the plan didn't have a chance."

Joplin recalled that "showing up at that meeting was one of the hardest things [she] had ever done."

RETURN TO TABLE OF CONTENTS

Brackets (cont.)

You can also use square brackets within block quotations, to enclose cross-references and any other text that is not part of the quote.

Bulleted lists

See *Lists, p. 41*.

Capitalization

There are two main styles of capitalization for titles and headings:

- *Headline style*, where all major words are capitalized. (For details, see the following section, *Details about headline style*.)
- *Sentence style*, where only the first word is capitalized.

The case template uses both styles.

- Headline style is used for the case title; for level 1 and level 2 headings; and for exhibit, figure, and table titles.
- Sentence style is used for level 3 headings and source lines.

See also *Cross-references, p. 19; Job titles, p. 39; Seasons, p. 61*.

Details about headline style[8]

In headline style, the following words are capitalized:

- The first and last words of the title
- Nouns
- Pronouns (including *its*)
- Adjectives (including *this* and *that*)
- Verbs (including *is* and other forms of *to be [am, are, was, were]*):

  27 Years after It Was Awarded, a Pulitzer Prize Is Acknowledged

  Vice President to Be Promoted to Chairperson

- Adverbs (including *than* and *when*)
- Subordinating conjunctions (*if, because, as, that,* and so on)
- Prepositions that are part of a verb phrase (*Backing Up Your Disk*)

In headline style, the following words are lowercased:

- Articles (*a, an, the*)
- Coordinating conjunctions (*and, but, or, for, nor, so, yet*)

RETURN TO TABLE OF CONTENTS

Capitalization (cont.)

- Prepositions (regardless of length), unless they are the first or last word of the title, or are used adverbially or adjectivally. For additional exceptions, see *The Chicago Manual of Style*, 15th ed., section 8.167.
- The *to* in infinitives

The following are examples of headline style:

New Debate over Business Records

The Rise of Venture Capital

Increase Profits through Pricing Strategies

Learning to Look

Shipping Your Products To and From Foreign Countries

The following are examples of sentence style:

New debate over business records

The rise of venture capital

Increase profits through pricing strategies

Learning to look

Shipping your products to and from foreign countries

Compound titles

Use the following guidelines when capitalizing compound words in titles:

- Capitalize the first word in a hyphenated compound.
- Capitalize the word after the hyphen if it is a noun or a proper adjective, or if it is equal in importance to the first word.[9]

The Arab-Israeli Dilemma (proper adjective)

A Substitute for the H-Bomb (noun)

Stop-and-Go Signals (words of equal importance)

For related information, see *Compound words, p. 18*.

Department names

See *Department names, p. 24*, for information on capitalization conventions.

RETURN TO TABLE OF CONTENTS

Capitalization (cont.)

Epithets

Recognized epithets (words or phrases traditionally attached to a well-known person) are capitalized. They do not need to be set in quotation marks unless they are placed within or just after the name.

Lincoln became known as the Great Emancipator.

All hopes rested on Lincoln, "the Great Emancipator."

The death of Abraham "Honest Abe" Lincoln stunned the nation.

Exhibits, figures, and tables

See *Capitalization, p. 73*, in Chapter 2.

Foreign names

See *Foreign names/People, p. 31*.

Job titles

See *Job titles/Capitalization, p. 39*.

Organizations

The names of organizations are capitalized when referred to specifically. When the reference is generic, lowercase is used. The following examples show both styles.

Specific references

The House of Representatives passed the bill by a narrow margin.

She had to visit the Library of Congress for that information.

Switzerland was not a member of the Common Market.

Generic references

The bill failed in the lower house.

When she reached the library, it was closed.

European markets enjoyed one of their best days of the year.

People

See *Job titles/Capitalization, p. 39*.

RETURN TO TABLE OF CONTENTS

Capitalization (cont.)

Places

Regions, popular designations, topographical names, political names, and public places are customarily capitalized.

The South deserves its reputation for hospitality.

The Fifth Precinct became involved in the investigation.

Many dot-com companies are located on the West Coast.

NOTE: Use lowercase when the references are generic or descriptive.

They headed south to begin their vacation.

Here, *south* does not mean the southern part of the United States. These could be Alaskans heading to the southern part of Alaska.

For more explanation and examples, refer to *The Chicago Manual of Style*, 15th ed., section 8.50.

See also *Foreign names/Places, p. 32*; *State, country, province, and city, p. 62*.

Time periods and cultural terms

Specifically designated and recognized time periods, events, acts and treaties, and awards should be capitalized.

The Middle Ages saw the rise of a new wealthy class.

Bootleggers and other underworld groups profited greatly from Prohibition.

European nations welcomed the Marshall Plan.

Her dream was to win the Nobel Prize in physics.

See also *Time, p. 65*.

Cardinal numbers

A *cardinal number* is a number (such as 1, 5, 15) that indicates how many elements there are.

See also *Numbers, p. 45; Ordinal numbers, p. 49*.

Case

Avoid using this word in a case.

For example, rather than risking confusion by writing a sentence such as "In this case, the manager decided to hire five people," restate the sentence.

In this situation, the manager decided to hire five people.

RETURN TO TABLE OF CONTENTS

Centuries

Spell out names of centuries in lowercase letters, and use a hyphen when the name of a century is used as an adjective.

The early twentieth century saw the success of several technologies based on late nineteenth-century breakthroughs in science.

NOTE: For items other than centuries, follow the usual style for ordinal numbers: spell out *first* through *ninth*; use numerals for numbers 10 and over.

The company celebrated its 25th anniversary.

See also *Ordinal numbers, p. 49*.

City

See *Foreign names/Places, p. 32; State, country, province, and city, p. 62*.

Clauses

This guide uses the terms *clause* and *phrase* in some definitions; thus, the following information is included to provide context.

A *clause* has a subject and a verb phrase (that is, the doer of some action and the action itself) and presents a single idea, such as *the company lost money* or *she began working in another department*.

If a clause makes sense only in the presence of another, it is a *dependent clause*. If a clause makes sense all by itself, it is an *independent clause*. In the sentence

Although I was angry, I acted as if nothing were wrong.

I acted as if nothing were wrong is an independent clause; it could stand alone and make sense. *Although I was angry* is a dependent clause; standing alone, it would not mean anything.

See also *Phrases, p. 52*.

For more information about phrases and clauses, see the *Harbrace College Handbook*, p. 21.[10]

Clichés

Avoid using clichés, except in quotations. Clichés are less powerful than original expressions and can make a piece of writing sound vague or superficial.

"Let's remember we climbed up the hill pretty darned quickly. We've had the rug pulled out from under us, but we've picked ourselves up, and maybe we can see the light at the end of the tunnel."[11]

RETURN TO TABLE OF CONTENTS

Clichés (cont.)

The following are some additional common clichés:

bite the dust
burn the midnight oil
cream of the crop
get the ball rolling
hit the ground running
on the cutting edge
hanging in the balance
looking at the big picture

See also *Jargon, p. 39; Wordiness, p. 70.*

Collective nouns

Collective nouns such as *management, group*, *corporation*, *company*, and so on should generally be treated as singular and referred to as *it* rather than *they* or *them*. These constructions take singular verbs.

Although no one realized it, the corporation was headed for serious trouble (*not* the corporation were headed . . .).

The following are additional examples of collective nouns: *agency, committee, firm, organization, team, unit.*

See also *Company names/Using "it" versus "they," p. 18; Gender/Generic pronouns, p. 34.*

Colon

The colon directs attention to what follows: an explanation, a summary, a series, or a quotation.[12]

Use a colon for the following purposes:

- To introduce a self-contained quotation.
- To introduce a list of items, often after expressions such as *the following* and *as follows.*
- To link two separate clauses or phrases, by indicating a step forward from the first to the second. In *A Dictionary of Modern Usage*, Bryan Garner says that "the step may be from an introduction to a main theme, from a cause to an effect, from a general statement to a particular instance, or from a premise to a conclusion."[13]

For more information, see the following sections:

- *Introducing statements, p. 13,* for information about introducing quotations with a colon
- *Comma/Quotations, p. 15,* for information about introducing quotations with a comma

---

RETURN TO TABLE OF CONTENTS

Colon (cont.)

- *Difference between colons and semicolons, p. 12,* for information about using colons vs. semicolons
- *Semicolon, p. 61,* for information about semicolons

Capitalization after a colon

Capitalize full sentences that follow a colon in the following situations:

- If the sentence is a formal statement, a quotation, or a speech in dialogue
- If the text introduced by the colon consists of more than one sentence

The officer stated the following: Anyone found in possession of forged papers will be immediately arrested.

If the text does not meet the previous criteria, you may use a lowercase word after the colon. Using a lowercase letter more closely ties the two clauses together.[14]

Herschel was puzzled by one of the changes noted in the behavior of the animals: all the monkeys had become hypersensitive to sound.[15]

Difference between colons and semicolons

The following paragraphs (from Burchfield's *The New Fowler's Modern English Usage*) clarify the use of colons vs. semicolons:

"Whereas the semicolon links equal or balanced clauses, the colon generally marks a step forward, from introduction to main theme, from cause to effect, [from] premise to a conclusion."[16]

"The colon . . . has acquired a special function, that of delivering the goods that have been invoiced in the preceding words. . . ."[17]

Introducing lists

Use a colon to introduce a list or series.

The company was being run by its own "Gang of Four": the vice presidents of marketing, sales, finance, and business development.

The members of the committee were as follows: Mary Smith, William Jones, and Robert Brown.

For more information about introducing a list or series, see *The Chicago Manual of Style*, 15th ed., section 6.127.

RETURN TO TABLE OF CONTENTS

Colon (cont.)

See also *Clauses, p. 10.*

Introducing statements

Use a colon to introduce an independent clause that amplifies or explains a previous clause.[18]

A feature of its license plates is New Hampshire's motto: "Live Free or Die."

"For I had . . . no eyestrain, no high blood pressure, nothing wrong with me at all: I simply had migraine headaches. . . ."[19]

In addition, use a colon to introduce a block quotation, if the introductory sentence contains "thus," "the following," or other wording that would normally end with a colon. For more information about punctuating introductory phrases, see *The Chicago Manual of Style*, 15th ed., sections 11.20–11.26. Also see *Block quotations, p. 5*.

For information about using a comma to introduce a quotation, see *Comma/Quotations, p. 15*.

Punctuation

Place colons outside quotation marks and parentheses.

The reviewer had three objections to "Filmore's Summer": it was contrived; the characters were flat; the dialogue was unrealistic.[20]

Superfluous colons

Use a colon only at the end of an independent clause, and avoid using it between a verb and its object. For example, you would not write the following statement: *The members of the committee were: Mary Smith and William Jones.*

See also *Clauses, p. 10.*

Comma

Commas are used to separate parts of a sentence, much as we use slight pauses to separate parts of sentences when we speak. The following subsections show various ways to use commas.

For definitions of *clause* and *phrase* (which are mentioned in this section), see the sections *Clauses, p. 10,* and *Phrases, p. 52,* in this chapter.

RETURN TO TABLE OF CONTENTS

Comma (cont.)

Independent clauses

Use a comma to separate two independent clauses connected by a conjunction (such as *and*, *or*, *but*, *nor*, and *for*). Place the comma just before the conjunction.

The company sustained substantial losses, but it pledged to retain its workers.

If the subject of the sentence is not repeated, drop the comma.

The company sustained substantial losses but pledged to retain its workers.

Dependent clauses

Use a comma to set off an introductory dependent clause from the rest of the sentence.

Although it sustained substantial losses, the company pledged to retain its workers.

Sustaining substantial losses, the company still pledged to retain its workers.

Omissions

Use a comma to indicate the omission of a word or phrase that has been left out, rather than repeated, because the sentence makes the meaning obvious.[21]

The company closed 19 factories in 1970; in 1971, only 12.

NOTE: In the above example, the comma represents the pause that represents the omitted words *it closed*.

Parenthetical remarks

Use a comma to set off parenthetical remarks that are closely related to the logic and syntax of a sentence.

The company successfully managed, it would appear, to retain its workers.

Wilcox, it was believed, had turned the entire affair over to his partner.

If the parenthetical remarks cause more of an interruption than the remarks in the examples above, they should be set off with dashes or parentheses. For examples, see *Em dash/Parenthetical remarks, p. 27*; *Parentheses, p. 50*.

See also *That vs. which, p. 65*.

RETURN TO TABLE OF CONTENTS

Comma (cont.)

Quotations

Use a comma to separate a quotation from the words that identify the speaker. When the quotation comes first, place the comma inside the closing quotation mark.

"We're relieved at the upturn," remarked the company president.

When the introduction appears before the quote, place the comma at the end of the introduction.

The company president remarked, "We're relieved at the upturn."

Johnson told the team at the first meeting, "I don't want to see anyone at this table who didn't volunteer to be here."

For information about introducing quotations with a colon, see *Colon/Introducing statements, p. 13*. For information about using punctuation with quotations, see *Quotations/Punctuation, p. 58*.

Series of adjectives

When a series of adjectives precedes a noun, separate the adjectives with commas if they each independently modify the noun (but not each other).

A responsive, efficient management team saved the company from financial disaster.

NOTE: You can tell that *responsive* and *efficient* modify *management team* independently because it would make sense to put the word *and* between them, thus: *A responsive and efficient management team saved the company from financial disaster*. You can also tell that they modify independently because it would make just as much sense to reverse the adjectives.

An efficient, responsive management team saved the company. . . .

If you cannot reverse the words, or if you cannot put *and* between them, then you should not use a comma. For example:

An important government official spoke at the seminar.

Series of items

Use commas to separate items in a series.

The Sri Lankan flag was green, orange, maroon, and yellow.

Retaining its workforce ultimately benefited the company, its employees, and its shareholders.

RETURN TO TABLE OF CONTENTS

Comma (cont.)

NOTE: In a more complex series, commas may not be enough to clarify which items are separate. If the items in the series are also punctuated, you can use a semicolon instead of a comma to separate them. (See *Semicolons/Heavily punctuated clauses, p. 62*.)

Other items in a series may call for enumerations, which involve the use of numbers or letters inside parentheses.

Employees were working toward three long-term objectives: (1) 15% annual average revenue growth, (2) 10% return on sales, and (3) improvement of present applications.

See also *Enumerations, p. 29*.

Company names

Abbreviations and acronyms

A shortened form of a company name may be used after the complete name has been introduced; for example, *Ford Motor Company* becomes *Ford*; *U.S. Labs* becomes *USL*; and so forth.

See also *Acronyms, p. 2*.

Foreign company names

Names of foreign companies and organizations should not be translated.

Presses Universitaires de France

Fondo de Cultura Económica

Carl Hanser Verlag

Bibliothèque Nationale

SuSE Linux AG

It is important to follow a company's own conventions for capitalizing and spelling its name. When in doubt, refer to the company's official literature or Web site.

To type accents and other special characters, click Insert > Symbol.

See also *Suffixes, p. 17,* in this section.

RETURN TO TABLE OF CONTENTS

Company names (cont.)

Punctuation and spelling

As with names of foreign companies, follow a company's own conventions for capitalizing, spelling, and punctuating its name. For example, there is no comma in Houghton Mifflin Co.; there is a comma in Little, Brown & Co.; and there is no capital *M* in the middle of Macmillan, which can stand for both the London firm Macmillan Publishers Ltd. and the New York firm Macmillan Publishing Co., Inc.[22]

When in doubt about the correct spelling or punctuation of company names, refer to the companies' official literature.

See also *Acronyms, p. 2.*

Suffixes

The following abbreviations are frequently used as parts of company names. Note that the abbreviations *Bros., Co., Corp., Inc.,* and *Ltd.* have periods but the others do not.

AG
Bros.
Co.
Corp.
GmbH
Inc.
Ltd.
SA
SRL
&

In straight text, it is best to give a company name in its full form, although the abbreviations *Inc.*, *Ltd.,* and *SA* are usually dropped.

A.G. Becker and Company

Comfort Systems USA

Nestlé

Parker Brothers

However, in notes, bibliographies, lists, and so on, the abbreviations may be freely (if consistently) used.

A.G. Becker & Co

Comfort Systems USA, Inc.

Nestlé SA

Parker Brothers, Inc.

RETURN TO TABLE OF CONTENTS

Company names (cont.)

Using "it" versus "they" when referring to companies

Pronouns that refer to collective nouns (such as *company*, the *board*, *department*) should be singular unless the individuals forming the group are to be emphasized.[23]

The deal will make *Wachovia Securities* the country's second-largest retail broker after Merrill Lynch, allowing *it* (not *them*) to take advantage of the cost efficiencies that come with size.

Google said in a statement that *it takes* (not *they take*) privacy seriously and considered the privacy implications of its (not their) service.

The *advertising department* submitted *their* (not *its*) ideas for the upcoming campaign.

In the above example, *their* is used to indicate that individuals within the department submitted ideas, not the department as a whole.

See also *Collective nouns, p. 11*.

Compare *to* vs. compare *with*

Use *compare to* to point out similarities between items that are basically different.

He compared his early business experience to that of a novice mountain climber.

Use *compare with* to comment on differences between items that are essentially the same.

Air Florida had a profitable year compared with other local airlines.

NOTE: Make sure that you are comparing objects that are comparable. A common error is to compare a person with that person's product. For example, *Compared with their newspaper, our writers were better informed* sets up a comparison between a paper and some people.

Compared with the writers at the other newspaper, our writers were better informed.

Compound words

For information about compound words, see the following sections in this chapter:

Capitalization/Compound titles, p. 7; Hyphens, hyphenation, p. 34; Plurals/Compound words, p. 53; Possessive form/Compounds, p. 55.

In addition, see Appendix B, "Compound Words," p. 122.

RETURN TO TABLE OF CONTENTS

Comprise, compose

Comprise means to include; to contain; to consist of. The parts *compose* the whole; the whole *comprises* the parts.[24] As described by Strunk and White: "A zoo comprises mammals, reptiles, and birds. . . . But animals do not comprise . . . a zoo—they constitute a zoo.[25]

The X product line comprised 350 stockkeeping units (SKUs).

The remote site comprised the A plant and the B plant.

The graph comprises annual data from 14 Latin American economies from 1972 to 1997.

Oftentimes the phrase "is comprised of" is used incorrectly and should be replaced with *make up*, *constitute*, or *compose*.

Incorrect: The management team was comprised of 12 leaders from the X industry.

Correct: The management team was composed of 12 leaders from the X industry.

Incorrect: Non-executive members comprised more than 50% of the company's board.

Correct: Non-executive members constituted more than 50% of the company's board.

Incorrect: 1,000 shares comprise one unit.

Correct: 1,000 shares make up one unit.

Countries

See *European Union, p. 30; U.K., p. 66; U.S, p. 68*.

Cross-references

A case should include a reference to every exhibit, figure, and table in the case as well as a brief explanation of the exhibit, figure, or table. For example:

Acme continued to perform poorly. (See **Exhibit 2** for summary income statements. . . .)

The explanation helps readers quickly identify the purpose of the exhibit, figure, or table. The bold type provides a visual cue for readers who might be skimming a case.

When you refer to exhibits, figures, or tables, follow these additional guidelines:

- Always use initial caps and boldface for the words **Exhibit**, **Figure**, or **Table**, and the associated number.
- In running text, refer to each exhibit, figure, or table in sequential order, to match the order of the items in the case.

RETURN TO TABLE OF CONTENTS

Cross-references (cont.)

- You may enclose the reference in parentheses or omit the parentheses. Use the same style consistently within a case. For details about each style, see the following information.

Omitting parentheses

If you prefer, you may omit parentheses for the cross-reference and blend it with the surrounding sentences.

Text of sentence here. **Exhibit 1** provides an overview of . . . .

Whichever style you choose, try to use it consistently throughout a case.

Using parentheses

If you enclose the cross-reference in parentheses, use one of the following styles:

Text of sentence here. (See **Exhibit 1** for information about. . . .)

Text of sentence here (see **Exhibit 1**).

In the first example, the period is inside the parenthesis because the parenthetical phrase is a complete and independent sentence. In the second example, the period is outside the parenthesis because the parenthetical phrase is a fragment, not a complete sentence, and thus part of the surrounding sentence.

NOTE: If you insert a cross-reference in a block quotation, enclose it in square brackets. For example:

. . . end of block quotation here [see **Exhibit 12**].

See also *Brackets, p. 5*; *Parentheses/Cross-references, p. 50*.

Currency

Currency symbols

Use the following guidelines when referring to currency in running text. For information about referring to currency in tables, see *Currency symbols, p. 75* and *Symbols in tables, p. 80*, in Chapter 2.

- The first time you refer to non-U.S. currency in a case, spell out the name of the currency and include the symbol in parentheses. In subsequent references you may use the symbols. For example:

RETURN TO TABLE OF CONTENTS

Currency (cont.)

First reference:	Subsequent references:
45 Australian dollars ($A)	$A45
300 French francs (F)	300 F
642 British pounds (£)	£642

- When typing currency symbols, follow the conventions used in Microsoft Excel. These conventions include both the symbols to use and their position in relation to figures.

  $975

  €1,246 million

  £45 million

- Use the same unit of currency throughout a case. For example, if you provide figures in British pounds, then do not include other figures in Canadian dollars unless you provide British equivalents for those figures. This will make it easier for readers to compare figures within the case.

Decimal point and zeros

When listing sums of money involving whole dollars, omit the decimal point and the following two zeros.

He paid $3 for a notebook and 50¢ for a pen.

However, include the zero and the decimal point in the following situations:

- When listing fractional amounts of currency

  Employees enjoyed a $4.02 per share annual dividend.

- When listing whole-dollar amounts in the same sentence with fractional amounts

  The agent received $5.50, $33.75, and $175.00 for the three sales.[26]

In addition, include the zero before the decimal point if no other digit appears before it.

$0.03 per share

For information about using decimals in tables, see *Decimal point, p. 76*, in Chapter 2.

RETURN TO TABLE OF CONTENTS

Dashes

There are three main types of dashes: em dashes, en dashes, and hyphens.

- Em dashes are used primarily to set off elements of a sentence.
- En dashes are used mainly as connecting elements, especially with numbers, such as a span of pages listed in footnotes (e.g., pp. 201–205).
- Hyphens are used most often to join compound words.

The following table shows the length of each dash and how to create it.

Dash	Appearance	How to create
Em dash	—	Press Alt-Ctrl-[-].
En dash	–	Press Ctrl-[-].
Hyphen	-	Press the hyphen key.

NOTE: [-] stands for the minus sign on the number keypad (on the upper-right corner of the keyboard).

For more information about each dash, see *Em dash, p. 26; En dash, p. 27;* and *Hyphens, hyphenation, p. 34*.

Dates

American style

Use the American style for listing dates—*month, day, year*.

October 27, 2012

On June 28, 2001, the shareholders met . . . .

This style applies to footnotes as well as text. For example, if a European newspaper is dated "27 June 1997," the date in the citation should read "June 27, 1997."

Day of month

Write the day of the month as a cardinal number, not an ordinal number.

The tax date was changed from April 1 to April 15 (*not* from April 1st to April 15th).

RETURN TO TABLE OF CONTENTS

Dates (cont.)

Decade

To indicate a particular decade using numerals, simply add "s" to the numeral. Do not use an apostrophe.

The 1990s represented an economic return to reality.

When referring to a range of years, write out each year in full.

1989–1999

If you start a range of years with *between* or *from*, then use *and, to,* or *through* within the range.

Between 1994 and 2001 (*not* Between 1994–2001).

See also *Numbers/Ranges of numbers, p. 48*.

Month and year

When a date includes only a month and/or year, do not enclose the year in commas. It is fine, however, to include a comma after the year (although this is optional).

In February 1975, she joined the marketing division.

In 1975 she joined the marketing division.

Year

When writing a date in full, enclose the year in commas.

On February 4, 1975, she joined the marketing division.

If a year is followed by a number, use a comma to separate the two numbers.

In 1990, 475 workers were laid off.

Department

In running text, spell out *department* instead of using the abbreviation *dept.*

Sullivan was head of the marketing department.

In exhibits, figures, and tables, you may use *dept.* if there is no room for the entire word. Use either convention consistently throughout the exhibits.

See also *Department names, p. 24*.

RETURN TO TABLE OF CONTENTS

Department names

Spell out department names, in lowercase letters, the first time you mention them. If you want to use abbreviations later on, include them in parentheses after the first mention.

The managers of the quality assurance (QA) and research and development (R&D) teams met each morning to track the progress of the software release.

Different *from* vs. different *than*

The adjective *different* is usually followed by *from*.[27]

Their goals are different from ours.

His approach to writing was different from the others'.

Open meeting laws in Illinois are different from those in West Virginia.[28]

Different than is most often used before a personal pronoun (for example, *we, you, it, she*).

That company might have a different goal than we do.

The situation was different than it had been the year before.

Things today are different than they were yesterday.

Dot-com

Note the hyphen in *dot-com*.

E-commerce

Hyphenate *e-commerce* and use a capital *e* only at the beginning of a sentence.

East

Regional terms that are accepted as proper names are usually capitalized.[29] Adjectives and nouns derived from such terms are usually lowercased. For example:

the East; the Far East; eastern; to fly east; an eastward move

the Northwest; pointing toward the north; a north wind; a northern climate

---

Effect vs. affect

See *affect vs. effect, p. 3*.

---

e.g.

E.g. means *for example* (from the Latin *exempli gratia*). In formal writing, the term is often spelled out rather than abbreviated.

There are many ways to address the problem of gender bias—for example, to aggressively recruit more women.

If you prefer to use the abbreviation *e.g.*, always follow it with a comma. In addition, consider preceding it with an em dash, or enclosing *e.g.* in parentheses with the phrase it introduces.

RETURN TO TABLE OF CONTENTS

e.g. (cont.)

The government used the IT event to drum up business for second-tier cities—e.g., Hosur, Madurai, and Tirunelveli.

The company's hiring policies (e.g., aggressively recruiting more women) are reviewed annually.

See also *i.e., p. 37*.

Ellipses

Three points

Use three ellipsis points to indicate the omission of words or phrases within a quoted sentence or fragment. Type a period for each ellipsis point, and leave a space around each point.

"Whether 'tis nobler . . . to suffer the . . . arrows of outrageous fortune."

Four points

Add a fourth point when the omission falls between sentences in the quoted material or when the omission ends a sentence.

"Alas, poor Yorick! I knew him . . . . a fellow of infinite jest."

The spacing between the last quoted word and the first ellipsis point depends on whether the word before the ellipsis ends a sentence. Use the following guidelines:

- If the last word before the ellipsis ends a sentence, then end the sentence with a period and follow it with three ellipsis points.

  "Both he and the children are very charming. . . . But I would like still better to see . . . ."

- If the last word before the ellipsis does not end a sentence, then put the three ellipsis points first and the period after.

  "Both he and the children are very charming . . . . But I would like still better to see . . . ."[30]

In the above example, the first sentence ends with the word "charming," so it is followed by a period and three ellipsis points. However, the second sentence does not end with the word "see," so it is followed by three ellipsis points and then by a period.

Punctuation

If an ellipsis ends with a question mark or an exclamation point, that punctuation replaces the original period and is followed by the three ellipsis points.

Where, they wondered, is the market for this product? . . . Months of market research had left them as unsure as ever.

RETURN TO TABLE OF CONTENTS

Ellipses (cont.)

Spaces between ellipsis points

To ensure the correct spacing between ellipsis points, do the following before typing them (if you are using Word 2007):

1. Choose the Office button.
2. Select Word Options > Proofing > AutoCorrect Options.
3. Select the ellipses in the scroll list and click Delete.
4. Click OK.

When ellipses are not needed

Ellipses are not necessary in the following situation:

- Before or after an obviously incomplete sentence separately quoted

  Northfield referred to the "unorthodox method of elucidating the ineffable" but declared the idea "an empty pretense."[31]

In addition, ellipses are not necessary in the following situations:

- Before a block quotation
- After a block quotation that ends with a grammatically complete sentence

---

E-mail

Hyphenate *e-mail*, and capitalize the *e* only at the beginning of a sentence.

Em dash

An em dash appears as a long dash with no spaces before or after. (The term *em* refers to the length of the line, which is as long as the letter M.)

The main purpose of the em dash is to set off elements of a sentence. The following sections show different ways to use the em dash.

After an introductory list or series

Use an em dash to set off an introductory series.

Light, water, temperature, minerals—these affected the health of plants.[32]

RETURN TO TABLE OF CONTENTS

Em dash (cont.)

Breaks/changes in thought

Use an em dash to indicate a sudden break or abrupt change in thought.

Will he—can he—obtain the necessary signatures?

Parenthetical remarks

Use an em dash to set off parenthetical remarks.

The information in an Excel spreadsheet—numbers, formulas, text—is stored in cells.

A blood test was given to determine whether an infection was present and then—if it was—another test was administered to determine the type of infection.

NOTE: If the parenthetical remarks cause less of an interruption than the remarks in the above examples, then it might be best to use commas or parentheses around them.

See also *Comma/Parenthetical remarks, p. 14; Parentheses, p. 50.*

Sentence inserted as commentary into another sentence

Use an em dash to separate a complete sentence inserted as commentary into another sentence.

The chancellor—he had been awake half the night waiting in vain for a reply—came down to breakfast in an angry mood.[33]

To type an em dash

To type an em dash, do one of the following:

- Press Alt-Ctrl-[-]. (For the latter keystroke, type the minus sign on the number keypad.)
- Click Insert > Symbol > Special Characters > Em Dash > Insert.

En dash

An en dash appears as a medium dash with no spaces before or after. (The term *en* refers to the length of the line, which is as long as the letter N.)

Use the en dash as a connecting element, primarily with numbers. The following sections show different ways to use the en dash.

RETURN TO TABLE OF CONTENTS

En dash (cont.)

Multiple compound adjectives

Use the en dash instead of the hyphen in a compound adjective that consists of more than one hyphenated word.

This quasi-public–quasi-judicial body quickly became ineffective.

For more information about hyphenating compound words, see *Hyphens, hyphenation/Compound adjectives, p. 34*.

Range (of numbers, distances)

Use an en dash to indicate a range of numbers, or to indicate a pair of place names where something (such as a journey, a plane connection) begins and ends.

The trip was 50–60 miles from door to door.

The New York–London flight was cancelled because of bad weather.

The deliberately paced film follows the team through the 1990–2000 seasons.

In addition, use an en dash to connect a range of numbers in a citation.

John Trent, *Education in Colonial America* (Cleveland: Arc Light, 1987), pp. 301–321.

See also *Numbers/Minus sign, p. 47*; *Numbers/Ranges of numbers, p. 48*.

To type an en dash

To type an en dash, do one of the following:

- Press Ctrl-[-]. (For the latter keystroke, type the minus sign on the number keypad.)
- Click Insert > Symbol > Special Characters > En Dash > Insert.

Ensure vs. insure

Use *ensure*, not *insure,* when the meaning is *to make sure.*

The manufacturer ensured that all faulty products were swiftly recalled.

Use *insure* when talking about insurance.

The house was insured against fire, theft, and flood damage.

RETURN TO TABLE OF CONTENTS

Enumerations

Enumerations are lists that use numbers or letters before each item.

Data was available from three different groups: (1) the public defender, (2) the member attorneys, and (3) all other attorneys.[34]

From (a), (b), and (c), it is apparent that . . . .[35]

To spell out enumerations, use *first, second*, and *third* instead of *firstly, secondly*, and *thirdly*. According to Bryan Garner, the *ly* forms "sound stuffy and have an unnecessary syllable, and *one, two*, and *three* sound especially informal."[36]

See also *Lists, p. 41; Ordinal numbers, p. 49*.

---

etc.

Etc. means *and so on* (from the Latin *et cetera*). In formal writing, it is preferable to use *and so on* or *and so forth* instead of the abbreviation.

The program could translate text into French, German, Spanish, and so on.

The carpenter's saw, hammer, level, and so forth were in the shed.

If you prefer to use the abbreviation, use the same punctuation that you would use when spelling it out (that is, place a comma before and after *etc.*).

The program could translate text into French, German, Spanish, etc.

The carpenter's saw, hammer, level, etc., were in the shed.

See also *e.g., p. 24* and *i.e., p. 37*.

Ethnic groups

Capitalize the names of ethnic and national groups, and do not use a hyphen between the names. For example:

African American

American Indian

Native Americans

New Zealanders

For more information, see *The Chicago Manual of Style*, 15th ed., section 8.41.

Euro

Use lowercase for *euro* and *euros*. (Some terms such as *Eurozone* may use an initial cap.) The currency symbol for the euro is €.

RETURN TO TABLE OF CONTENTS

European Union (EU)

In general, use *European Union* as a noun and *EU* as an adjective.

Several members hoped that the European Union would serve as a counterweight to the economic power of the United States.

The bank contributed to EU objectives by financing public and private long-term investments.

If you prefer, however, you may use the abbreviation as a noun as long as you spell out the first instance.

The European Union (EU) and Afghanistan held a summit on women's leadership. Officials from the EU spoke at the opening session.

NOTE: Do not use periods with *EU*. (This differs from the style for *U.S.* and *U.K.*)

Everyone

See *Anyone, p. 3*.

Exhibits

Exhibits are an important part of most cases, often accounting for roughly half of the pages in the case. The data you include in an exhibit depends on the teaching objectives of the case. When you are planning the exhibits, however, you must make careful decisions about whether to include the data at all, or to simply summarize it in the text of the case.

If you decide to include certain data, you also need to decide how raw or synthesized it should be—for example, raw data requires more student analysis, and synthesized data can serve to clarify a point made in the case.

For style guidelines that pertain to exhibits, see *Cross-references, p. 19*. In addition, see Chapter 2, "Exhibits, Figures, Tables, and Appendixes," p. 71.

Farther vs. further

Farther serves best as a distance word, *further* as a time or quantity word. You chase a ball *farther* than the other fellow; you pursue a subject *further*.[37]

First vs. firstly

Use *first*, not *firstly*; *second*, not *secondly,* and so on, for items in a series.

See also *Enumerations, p. 29; Ordinal numbers, p. 49*.

RETURN TO TABLE OF CONTENTS

Fiscal year (FY)

A fiscal year is the 12-month period that a corporation or governmental body uses for bookkeeping purposes. Fiscal years are expressed according to when the year ends. For example, the year ending June 30, 2007, is FY 2007.[38]

Any of the following styles may be used to refer to fiscal years:

- fiscal year 2007
- FY 2007
- FY '07
- The first quarter of fiscal year 2007
- The first quarter of FY 2007
- Q1, Q2

Whichever style you choose, use it consistently throughout a case.

See also *Q1, Q2, p. 57*.

Footnotes

For guidelines about footnotes, see the following information:

- In Chapter 2, *Source lines, notes, and footnotes, p. 78,* which discusses footnotes in exhibits.
- In Chapter 3, *Footnotes and endnotes, p. 82*, which discusses footnotes in text.

Foreign names

This section describes style guidelines for the names of non-U.S. companies, people, and places.

Companies

For information about the names of foreign companies, see the following sections in this chapter: *Company names/Foreign company names, p. 16,* and *Company names/Suffixes, p. 17*.

People

For names of protagonists and other characters in a case, follow the spelling and capitalization on the person's business card.

For the names of international figures, use the American spelling of a person's name. This does not mean that you should omit accents and other diacritical marks, but that you should use the spelling that would be used in an American publication.

RETURN TO TABLE OF CONTENTS

Foreign names (cont.)

For example:

Use this spelling:	Instead of this one:
Boris Yeltsin	Boris Ieltsine (French press)
Benjamin Ben Elizir	Benyamin Ben Eliezer (German Press)
Moammar Khadafy	Muammar el-Quaddafi (French Press)

For a partial list of names of political leaders, see the following Web site: http://www.economist.com/research/styleGuide/index.cfm?page=805715

In addition, search for the name on the *Yahoo!* Web site (www.yahoo.com).

For information about whether to use a person's first or last name, see *Names/Names of people, p. 44*.

Places

For names of foreign places, use the spelling that appears in *Webster's* online dictionary (www.m-w.com) or Yahoo's guide to cities (http://dir.yahoo.com/Regional/Countries). These Web sites show the correct spelling and diacritical marks to use in names of places. For example:

Cologne
Côte d'Azur
Düsseldorf
Lubeck
São Paulo

Foreign words

Italicize foreign words and phrases that you think will be unfamiliar to readers. In addition, provide a translation of the words in parentheses or quotation marks.[39]

The word she wanted was *pécher* (to sin), not *pêcher* (to fish).

The Prakrit word *majjao*, "the tomcat," may be a dialect version of either of two Sanskrit words . . . .[40]

Familiar foreign words

It is not necessary to italicize foreign words that are familiar to most readers and listed in *Webster's* (www.m-w.com).

a priori
carte blanche
in vitro
prix fixe
status quo

RETURN TO TABLE OF CONTENTS

Foreign words (cont.)

See also *Italics/Foreign words and phrases, p. 38*.

Fortune 100, 500, 1000

Do not italicize the word "Fortune" (in Fortune 500, for example) when it is used to refer to the annual list compiled by *Fortune* magazine of the world's most successful companies. Although "Fortune" in "Fortune 500" refers to the magazine, which would typically be italicized, it is a term that has become a common expression; therefore, it should be in roman type.

Fortune (not *Fortune*) 500 companies

Fractions

See *Numbers/Fractions and units, p. 47*.

Gender

It is HBS policy to use nonsexist language. When not referring to a specific person, avoid habitually using *he* or *she* for someone with a particular title, position, or rank. The following approaches are helpful.

Plural forms

Use the plural form when not referring to a specific person.

Economists are not perfect; they cannot predict the future.

NOTE: This construction gets around the problem of writing *the economist is not perfect; he . . .*

He or she

When pluralization becomes awkward, use the combination *he or she (him or her*, *his or hers*). Avoid using *s/he*.

Suppose that the manager of a credit department decided to change his or her procedures.

Use the above style infrequently, and use it only if nothing else works.

RETURN TO TABLE OF CONTENTS

Gender (cont.)

Generic pronouns

The use of singular generic pronouns, such as *someone, everyone*, and *anyone*, raises problems of gender reference. When a sentence with one of these pronouns becomes awkward, it is considered permissible to substitute a plural pronoun in order to avoid using an awkward *he or she*.

If anyone witnessed the accident, they should report their observations to the security office.

See also *Collective nouns, p. 11*.

Headings

Use the headings in the case template to create a hierarchical structure for the information in a case.

- Use the *Heading 1* style for main sections.
- Use the *Heading 2* style for subsections within Heading 1 sections.
- Use the *Heading 3* style for subsections within Heading 2 sections.

For details about each type of heading, see the samples of case styles in "Formatting HBS Cases: User's Guide," http://intranet.hbs.edu/tss/download/hbscase/userguide.pdf.

See also *Capitalization/Details about headline style, p. 6; Structure, p. 63*.

Hyphens, hyphenation

Hyphens are used primarily to connect compound words and to separate numbers that are not inclusive, such as telephone numbers and social security numbers.

The following subsections show some common ways to use hyphens.

See also *Dashes, p. 22*.

Compound adjectives

Use a hyphen to join compound words that are used as an adjective before a noun.

The decision-making process was challenging.

The short-term effects were negligible.

RETURN TO TABLE OF CONTENTS

Hyphens, hyphenation (cont.)

Use a hyphen to clarify the relationship between three words that could otherwise cause confusion.

black-ice patches

black ice-breakers

edible-oil technologists

natural-gas line

small-business owners

free-throw shooting contest

NOTE: In some cases, it is preferable to rephrase the sentence rather than using a long compound term.

For more information about hyphenating compound adjectives, see *En dash/Multiple compound adjectives, p. 28*.

EXCEPTIONS:

There are some situations where a compound adjective before a noun should *not* be hyphenated, including the following:

- When the compound consists of an adverb ending in *ly* and an adjective.

  The highly energetic CEO turned the company around.

- When the compound words appear after the noun.

  He enjoyed the challenge of decision making.

- When the compound is an open compound, such as *lowest common denominator* or *real estate*.

NOTE: *The Chicago Manual of Style* describes an open compound as "a combination of separate words that are so closely related as to constitute a single concept."[41]

When in doubt about whether a term is hyphenated, consult the dictionary.

Compound nouns

Use a hyphen when a verb with another word makes a noun.

The kick-off is at 11:00 a.m.

RETURN TO TABLE OF CONTENTS

Hyphens, hyphenation (cont.)

Numbers

Use hyphens (not en dashes) to separate numbers that are not inclusive, such as Social Security numbers and telephone numbers. In addition, use hyphens for numbers of HBS cases and working papers.

S.S. #783-34-0927

Tel. (617) 495-6734

HBS No. 586-013

Prefixes and suffixes

Use a hyphen with the prefixes *ex-, half-, self-,* and *all-*; with the suffix *-elect*; and between a prefix and a capitalized word. These words have a hyphen whether they precede or follow the noun.

ex-husband
half-baked
self-made
all-important
president-elect
non-British
anti-American
mid-August

There are a few exceptions to the above rule, such as *halfhearted* and *halfway*. Most other prefixes, however, are generally attached to the word without a hyphen. The most common prefixes are *anti, non, pre,* and *post*.

antihero
nonviolent
preempt
postdoctoral

When in doubt about hyphenation, consult the dictionary.

Two-word modifiers

To hyphenate two words that modify the same noun, use a hyphen after each adjective, and add a space after the first hyphen.

The report included two- and five-year projections.

The company's short- and long-term goals are expressed in the report.

See also *Numbers/Two-number modifiers, p. 49*.

RETURN TO TABLE OF CONTENTS

Hyphens, hyphenation (cont.)

FINAL NOTE ABOUT HYPHENS

The main reason to hyphenate compound words is to avoid ambiguity. When in doubt about whether to hyphenate a compound term, consult the dictionary. (We recommend *Webste*r's online dictionary at www.m-w.com.)

For compound words that are not in the dictionary, see *The Chicago Manual of Style*, 15th ed., section 7.82.

Ibid.

See *Ibid., p. 82,* in Chapter 3.

---

i.e.

The abbreviation *i.e.* means *that is* (from the Latin *id est*). In formal writing, it is often spelled out rather than abbreviated.

The committee—that is, several of its more influential members—decided to reject the proposal.

Trager got the speaker to change the course of the discussion—that is, she introduced a secondary issue about which the speaker had strong feelings.

If you prefer to use the abbreviation *i.e.*, always follow it with a comma. In addition, consider preceding it with an em dash or enclosing it in parentheses with the phrase it introduces.

He had several electrical items that no longer worked—i.e., a camera, video recorder, outlet strip, and video rewinder.

The committee (i.e., several of its more influential members) decided to reject the proposal.

See also *e.g., p. 24*.

Independent clause

See *Clauses, p. 10*.

Initials, in names

For initials in names of people, insert a space after each period.

W. E. B. Du Bois (*not* W.E.B. Du Bois)

J. F. Smith (*not* J.F. Smith)

Internet

Always capitalize *Internet*.

Intranet

Always lowercase *intranet* except at the beginning of a sentence.

RETURN TO TABLE OF CONTENTS

Italics

Emphasis

Use italics (not boldface) to emphasize a word or phrase, when the emphasis might not be obvious to the reader.

It is, after all, *you* who control the situation.

NOTE: As with other forms of visual emphasis, use this technique sparingly.

See also *Bold, p. 5*.

Foreign words and phrases

Use italics for words and phrases that may not be familiar to all readers. Include a translation in parentheses or square brackets, as appropriate:

Leonardo Fioravanti's Compendio de i secreti rationali (Compendium of rational secrets) became a best-seller.[42]

In those days, even small towns had a *cajero automático* [ATM] where one could withdraw pesetas from credit and debit accounts.

See also *Foreign words*, *p. 32*, which discusses foreign words that do not need to be italicized.

Special terms

Use italics to distinguish special terminology, technical terms, or key terms the first time you use them. Thereafter, omit italics when repeating the term.

Many software companies use *version control* to ensure that developers work on the most up-to-date version of their part of the software. Version control is as much a managerial challenge as a technical one.

Titles and subtitles

Use italics in place of underlining to distinguish the titles and subtitles of books, periodicals, newspapers, published newspaper sections, pamphlets, proceedings, collections, and movies.

The story broke first in the *New York Times*.

See also *Italics* in Chapter 3, p. 83.

RETURN TO TABLE OF CONTENTS

Jargon

Avoid using jargon unless it is part of a quotation. Jargon often includes the specialized language of a group or profession, and thus, excludes nonmembers of that group.[43] For example:

The team was prepared to take a haircut to get the trade done.

While the individuals you are working with at the case site may use such terms, do your best to describe them in language that is understandable to all readers.

See also *Clichés, p. 10*.

Job titles

Abbreviation

Job titles follow the same style as company names: On first use, spell out the complete title and enclose the acronym in parentheses. Thereafter, use the acronym.

The vice president of marketing met with the company's chief operating officer (COO) and chief information officer (CIO) to discuss the marketing strategy for the coming year.

EXCEPTION: CEO and CFO do not need to be spelled out on first use.

Most other acronyms should be spelled out the first time they appear in a case.

Capitalization

Professional and other titles are capitalized when both of the following are true:

- When the title immediately precedes the name (with no comma in between)
- When the title is used as official title (for example, one that would stand in place of "Mr." or "Ms.")

  Governor Jones took office in January.

  Professor Jane Smith taught business administration.

Titles are lowercased when any of the following are true:

- When the title immediately follows the name
- When the title is part of a separate phrase
- When the title is used in place of a name

RETURN TO TABLE OF CONTENTS

Job titles (cont.)

For example, the following titles are lowercased:

Jane Smith, professor of business administration . . .

Tom Smith, AT&T's vice president . . .

The governor . . .

EXCEPTION: Always capitalize a title that is a named professorship or an academic degree.

Theodore Levitt was the Edward W. Carter Professor of Business Administration at Harvard Business School.

Clyde M. Haverstick, Doctor of Law, will join the firm this summer.

For titles that are named scholarships, capitalize the name but not the word "scholar."

Whitman, a Fulbright scholar at the London School of Economics, has published many articles on the subject.

Like

Avoid using *like* as a conjunction; instead, use *as*.

Like is most often used as a preposition followed by a noun or pronoun in the objective case.

The person in that old portrait looks like me.[44]

Like me, he agrees.[45]

See also the following section, *like vs. such as*.

Like vs. such as

In comparisons, the word *like* is most often used when only one item or person is specified (e.g., *a writer like Tennyson* or *a company like Polaroid*). *Such as* is most often used when more than one example of a class is mentioned.[46]

The discussion focused on companies such as Ford, General Motors, and DaimlerChrysler.

RETURN TO TABLE OF CONTENTS

Lists

Bulleted lists

Use the following guidelines for bulleted lists:

- Provide an introduction that ends with a colon.
- Begin each entry with a capital letter.
- Use parallel structure for all entries.
- End each entry with a period if all entries are complete sentences or a mixture of fragments and sentences.
- Omit periods or other punctuation if all entries are incomplete sentences.

An administrative facility can be judged by four measures:

- Security
- Access
- Functional organization
- Design efficiency[47]

The following are some alternate ways to format and punctuate lists:

Compose three sentences:

1. To illustrate the use of commas in dates
2. To distinguish the use of semicolons from the user of periods
3. To illustrate the use of parentheses within dashes[48]

. . . .

Reporting for the Development Committee, Jobson reported that

- a fundraising campaign director was being sought;
- the salary for this director, about $50,000 a year, would be paid out of campaign funds;
- the fundraising campaign would be launched in the spring of 2005.[49]

Enumerations

Enumerations are lists that use numbers or letters to set off each item.[50] For examples, see *Enumerations, p. 29*.

See also *Parallel structure, p. 50*.

RETURN TO TABLE OF CONTENTS

Locations

See *Capitalization/Places, p. 9*; *Foreign names/Places, p. 32*; *State, country, province, and city, p. 62*.

Logos

Company or brand logos are protected by trademark laws and are not permitted on the title page of a case. You may include logos within the body of a case as long as you obtain permission to reproduce them from the holder of the trademark. For more information, see *Permissions Requirements* in Chapter 3, p. 84.

See also *Trademarks, p. 66*.

Magazines

See *Newspapers, p. 44*.

Maps

You can find maps in the public domain on the following sites:

www.lib.utexas.edu/maps/

http://nationalmap.gov/

Note that some of the maps are copyrighted and should not be used without permission from the owner. Be sure to check the credit lines of any maps you want to use and pursue permissions if necessary.

For information about citing maps from the above sites, see *Maps* in Chapter 3, p. 107.

MBA

Use the abbreviation MBA without periods. When referring to students or alumni, use the four-digit form for their class year:

MBA 2002

MBA 1996

MD or Dr.

If the person you are referring to is a medical doctor (MD), use the prefix Dr. the first time, and thereafter use only the person's last name.

RETURN TO TABLE OF CONTENTS

Measure/measurement

Use numerals to express quantities when combined with a symbol or unit of measurement.

Within 7 minutes the temperature dropped 7°.

A 10-watt bulb

1 acre = 4,840 sq. yds.

See also *Numbers/Numerals vs. words, p. 45; Numbers/Abbreviations and symbols, p. 46*.

Million

Large rounded numbers are more easily read when written with *million* or *billion* instead of figures. For example, most readers find that *5 million* is easier to comprehend than 5,000,000.

The population should reach 4.5 million within the next few years.

The projected budget of $8 million was insufficient.

For figures under one million, use numerals.

The company increased its profits from £36,000 to £78,000.

When referring to a range of large numbers, repeat both the currency symbol and the word *million*.

The figures ranged from $3 million to $8 million (*not* from $3 to $8 million).

See also *Numbers/Large numbers, p. 47*; *Numbers/Ranges of numbers, p. 48*.

NOTE: Use the same unit of currency consistently within a case. For example, if you provide figures in Indian rupees, then do not switch to U.S. dollars or British pounds later in the case (unless there is a specific reason to do so).

See also *Currency, p. 20; Numbers, p. 45*.

For information about using numbers in exhibits, figures, and tables, see the sections *Abbreviations, p. 72,* and *Symbols in tables, p. 80*, in Chapter 2.

Mr., Mrs., or Ms.

Do not use Mr., Mrs., or Ms. before proper names. Begin by using the person's first and last name, and thereafter use only his or her last name.

Jane Smith pondered her future at the company. . . . Smith had been vice president of marketing for three years.

See also *Names, p. 44*.

RETURN TO TABLE OF CONTENTS

Names

Names of people

The first time you refer to the protagonist and other characters in a case, use his or her full name and title or position. Thereafter, use just his or her last name. For names that do not follow standard U.S. word order, use the family name or surname.

When in doubt about a person's last name, follow the person's business card exactly. If still in doubt, contact the company or individual for clarification.

There may be situations in which last names are not used. For example, a case may include first names because of company practice or to convey the company's nonhierarchical culture to readers. However, this is an unusual situation.

EXCEPTIONS: When two or more people have the same last name, use both first and last names throughout. This also applies when the company name is the same as the last name of the protagonist.

The debate became heated when Chad and Dave Burton found themselves disagreeing with Martinez and the plant manager, Orin Burton.

Michael Dell was extremely proud of Dell's performance that year.

See also *Foreign names, p. 31; Job titles/Capitalization, p. 39.*

Newspapers

Titles of newspapers and magazines

Use the following guidelines when referring to newspapers and magazines:

- The titles and subtitles of newspapers and magazines are italicized and are capitalized according to headline style in running text, footnotes, and endnotes.[51]
- The initial "the" in periodical titles—even if it is part of the official title—is lowercased (unless it begins a sentence) and is not italicized.

. . . in the *Wall Street Journal*.

The *New York Times* reported on the bankruptcy filing last week.

However, foreign-language titles retain the article in the original language—but only if it is an official part of the title.[52]

- If a city of publication is not part of the title but you think it is needed for clarity, add it in parentheses the first time you mention it—for example, the *Plain Dealer* (Cleveland). In subsequent references, you may omit the name of the city.

The *Plain Dealer*.

RETURN TO TABLE OF CONTENTS

Numbers

The guidelines in this section apply primarily to numbers in running text. For information about numbers in exhibits, figures, and tables, see Chapter 2.

For additional details about numbers in running text, see the following sections in this chapter: *Currency, p. 20; Dates, p. 22; Million, p. 43*.

Numerals vs. words

Spell out *one* through *nine* and *first* through *ninth*; use numerals for numbers 10 and over.[53]

The report showed that five trucks required extensive repair.

McKenzie was the company's third CEO in three years.

We counted 239 passengers on the flight to Boston.

There are four exceptions to this rule:

- Use a numeral to express any number that is combined with a symbol or an abbreviation of quantity.

  5% of the population

  $0.6 per share

  35 mm film

- Use a numeral to express any number in a series that includes numbers over 10.

  The transportation inventory included 5 cars, 6 trucks, and 15 buses.

- Use a numeral when comparing two numbers.[54]

  A stock split of 2 for 1.

  A 2-for-1 stock split.

- Spell out any number that begins a sentence.

  "Fifty-three new accounts in one year is excellent work," she said.

See also the following section, *Abbreviations and symbols*.

RETURN TO TABLE OF CONTENTS

Numbers (cont.)

Abbreviations and symbols

Use numerals to express numbers that are combined with a symbol or an abbreviation of quantity.

When the temperature was lowered to 4°, the ignition failed to engage.

The prototype engine could achieve only 8 rpm.

Beginning of sentence

Spell out numbers at the beginning of a sentence.

Nineteen people attended.

Forty-one percent responded.

If the first element in a sentence is a year, rewrite the sentence to change its position.

Correct: The year 1998 was exceptional for Chianti.

Avoid: 1998 was an exceptional year for Chianti.

Centuries

See *Centuries, p. 10*.

Dates

See *Dates, p. 22*.

Decimals

For information about using decimals in running text, see *Currency/Decimal point and zeros, p. 21*.

For information about using decimals in tables, see *Decimal point, p. 76,* in Chapter 2.

Footnote numbers

See *Note reference numbers, p. 83,* in Chapter 3.

RETURN TO TABLE OF CONTENTS

Numbers (cont.)

Fractions and units

Use numerals to express numbers composed of whole numbers and fractions.

Hughes spent 7¾ hours re-imaging the division computers.

Spell out and hyphenate fractions that stand alone (as opposed to numbers with fractions, such as 4½).

Nearly one-third of the city population lives below the poverty level.

one-half

one and one-half

two-thirds

NOTE: To create fractions in the HBS case template, click HBSCase > Fractions.

Large numbers

For clarity, include commas for numbers equal to or greater than 1,000 (but less than one million). See also *Million, p. 43*.

Minus sign

Use an en dash to represent a minus sign.

$x + y – z$

In addition, use an en dash to represent negative numbers.

–79

Money

See *Currency, p. 20; Million, p. 43*.

Noninclusive numbers

Use hyphens (not en dashes) to separate numbers that are not inclusive, such as Social Security numbers, telephone numbers, and numbers of cases and working papers.

S.S. #783-34-3102

Tel. (617) 495-6264

HBS No. 206-116

See also *Hyphens, hyphenation/Numbers, p. 36*.

RETURN TO TABLE OF CONTENTS

Numbers (cont.)

Numbered street names

Street names that are ordinal numbers (e.g., Fifth Avenue) follow the rules for cardinal numbers: spell out numbers under 10. In addition, attach *th*, *nd*, or *rd* where necessary.

The school erected a new building on 23rd Street near the park.

Ordinal numbers

For guidelines, see *Ordinal numbers, p. 49*.

Percentages

To express percentages, use a numeral and the percent symbol.

The number of respondents remained low but reached 2% in August.

Annual growth of 20% to 23% is good enough for other companies but not good enough for us.

EXCEPTION: If the first word in the sentence is a percentage, spell out both the number and the word *percent*; do not use the percentage symbol.

Forty-one percent responded.

Ranges of numbers

Number ranges, also referred to as *inclusive numbers*, may be expressed using the en dash or the prepositional combinations *between-and* and *from-to* or *from-through*. In tables, the en dash is acceptable. In running text, the prepositional phrases are preferable, although there are exceptions. Here are a few tips:

- Do not mix a prepositional phrase with an en dash. For example, if you use *between* or *from* before the range, then you should use *to* or *through* within the range.

  Profits rose from $30 billion to $50 billion in the last decade.

  From 1989 to 1997, the typical worker's wages increased by 1.9%. (See **Exhibits 1** through **4**.)

  Between 1990 and 1992 (*not* 1990–1992). . . .

  The price of the bags ranged from $50 to $100 (*not* $50–$100). . . .

RETURN TO TABLE OF CONTENTS

Numbers (cont.)

- When using symbols such as dollar signs or percentages, repeat the symbol for each number in the range.

  The travel per diem was increased from $50 to $100.

  The industry noted a 40% to 50% decline in business air travel.

- When referring to page numbers, use the en dash in both running text and tables.

  The information appears on pages 112–120.

- When using an en dash to indicate a range of years, write out each year in full.

  Correct: The years 1979–1989 were profitable ones for the company.

  Incorrect: The years 1979–89 were profitable ones for the company.

See also *En dash/Range (of numbers, distances), p. 28*.

For guidelines about repeating symbols (such as $ and %) in tables, see *Symbols in tables, p. 80*, in Chapter 2.

Time

See *Time, p. 65*.

Two-number modifiers

Use the following style for two numbers that modify the same noun: Add a hyphen after each number, and add a space after the first hyphen.

10- or 15-year loans (*not* 10 or 15-year loans)

10- and 12-year-old children (*not* 10 and 12-year-old children)

See also *Hyphens, hyphenation/Two-word modifiers, p. 36*.

Ordinal numbers

An *ordinal number* is a number (such as *first, second,* or *third*) designating the place of an item in an ordered sequence.

Ordinal numbers follow the same rule as cardinal numbers: spell out numbers under 10.

Merriwell was a first-year business student.

The store celebrated its 50th anniversary.

Do not add *ly*, as in *firstly* and *secondly*.

See also *Centuries, p. 10; Enumerations, p. 29*.

RETURN TO TABLE OF CONTENTS

Page numbers

To indicate page numbers in footnotes, use *p.* for page and *pp.* for multiple pages.

See also Chapter 3, "Citations," p. 81.

Parallel structure

Use parallel structure in sentences, lists, and other parts of a case.

The following is a definition of parallel structure from *When Words Collide* (Kessler and McDonald):[55]

"When you place like ideas in like grammatical patterns, you create parallel structure. . . . Parallel structure aligns related ideas and presents them through the repetition of grammatical structure. It is vital to both clarity and unity, and it helps create rhythm and grace in a sentence."

Common errors in parallelism include mixing diverse elements in a series, mixing different forms of a verb, and switching voice.[56] The following are examples of parallel and nonparallel structure:

Not parallel: . . . on Monday, Wednesday, or on Friday

Parallel: . . . on Monday, Wednesday, or Friday

Not parallel: She likes hiking, swimming, and to ride a bicycle.

Parallel: She likes hiking, swimming, and riding a bicycle.

Not parallel: To cancel this permit, it must be returned to the Parking Office.

Parallel: To cancel this permit, you must return it to the Parking Office.

Not parallel: The coach told the players that they should get a lot of sleep, that they should not eat too much, and to do some warm-up exercises before the game.

Parallel: The coach told the players to get a lot of sleep, to not eat too much, and to do some warm-up exercises before the game.

For more information about parallel structure, see *The Elements of Style*, chapter 1, section 19.[57]

Parentheses

Cross-references

Use parentheses to embed a cross-reference to an exhibit within another sentence. For example:

The earnings for Q2 (see **Exhibit 3**) were up from the previous quarter.

Embedded cross-references should be brief, for reader clarity. If the reference is long or is a complete sentence, make it a separate sentence rather than embedding it in another.

RETURN TO TABLE OF CONTENTS

Parentheses (cont.)

See also *Cross-references, p. 19*; *Periods/Parentheses, p. 52*.

Parenthetical information

Use parentheses to enclose explanatory or digressive elements, including acronyms.

U.S. Labs (USL) used up this funding in two years.

Four influential board members (Foster, Gérard, Glowka, and Sabetti) were already behind the proposal.

For details about referring to exhibits, see *Cross-references, p. 19*.

For details about using commas or dashes to set off text, see *Comma/Parenthetical remarks, p. 14*; *Em dash/Parenthetical remarks, p. 27*.

Parentheses with punctuation

When a complete sentence appears within parentheses, the period should go inside the end parenthesis.

(See **Exhibit 1** for an organizational chart.)

See also C*ross-references, p. 19; Punctuation, p. 57*.

Passive voice

See *Active voice, p. 2*.

People

See *Foreign names, p. 31*; *Job titles/Capitalization, p. 39; Names, p. 44*.

Per

Per is acceptable in technical contexts to mean "for each."

The shipping rate changed from $0.34 to $0.36 per ounce.

Per is also used when the accompanying word is Latin—for example, *per annum, per capita, per diem*.

However, the use of *a* or *for each* is acceptable when idiomatic, or when used in casual or colloquial contexts.

His salary was $16,500 a year.

RETURN TO TABLE OF CONTENTS

Periods

Multiple periods

When an expression that takes a period ends a sentence, the additional period is omitted.[58] In addition, when two different punctuation marks occur at the same location, the stronger one takes precedence. For an example, see, *Quotations, quotation marks/Multiple punctuation marks, p. 59*.

Parentheses

When a complete sentence is enclosed in parentheses, the period should go inside the closing parenthesis. For example:

(See **Exhibit 1** for full committee membership.)

See also *Cross-references, p. 19; Parentheses, p. 50; Punctuation, p. 57*.

Phrases

This guide uses the term *phrase* in some definitions; thus, the following information is included to provide context.

A *phrase* is a word group that lacks a subject, verb, or both. Phrases function as a single part of speech (noun, verb, adjective, or adverb).

The man who arrived last is a phrase—you are still waiting to find out what the man who arrived last *did*. Another phrase is *having succeeded for a decade*; you don't know who or what succeeded.

See also *Clauses, p. 10*.

For more information about phrases and clauses, see the *Harbrace College Handbook*, pp. 17 and 21.[59]

Places

See *Capitalization/Places, p. 9*; *Foreign names/Places, p. 32*; *State, country, province, and city, p. 62*.

Plurals

NOTE: Do not use apostrophes to form plurals. For a few exceptions, see the following section, *Abbreviations/Letters*.

Abbreviations/Letters

To form plurals of abbreviations and single capital letters, add an "s."

Three MBAs applied for the job.

No English word has two consecutive Qs.

RETURN TO TABLE OF CONTENTS

Plurals (cont.)

The following are some exceptions:

To form the plural of single lowercase letters, add an apostrophe before the "s."

Mind your p's and q's.

There are two x's in Foxx.[60]

To form the plural of abbreviations that contain more than one period or both capital and lowercase letters, add an apostrophe before the "s."

The number of Ph.D.'s has increased markedly.

Compound words

When pluralizing compound words, consult the dictionary. Some compounds add "s" to the first element, while others add it to the last.

sisters-in-law

gin-and-tonics

courts-martial

coups d'état

tam-o'shanters

For words that are not in the dictionary, use the following general rule: Add the "s" to the element that is subject to a change in number.

For more information about compound words, see *Capitalization/Compound titles, p. 7; Hyphens, hyphenation p. 34*.

Decades

Add "s" to indicate a generalized decade.

In the early 1970s Lewis noticed an increased demand for his product.

Latin and Greek plurals

To form the plural of Latin and Greek words, it is best to consult *Webster's* online dictionary (www.m-w.com) and use the first, or preferred, choice. In general, words of this type are pluralized as follows:

RETURN TO TABLE OF CONTENTS

Plurals (cont.)

criterion becomes	criteria
curriculum becomes	curricula
datum becomes	data
millennium becomes	millennia
medium becomes	media
phenomenon becomes	phenomena
thesis becomes	theses
neurosis becomes	neuroses

Although the above plural forms generally take a plural verb, there are some exceptions:

- *Data* can be singular or plural in construction. (*The company's data was unreliable* or the *company's data were unreliable* are both acceptable.)
- *Media* can be singular when referring to communications media (*the media was overreacting*).

For more information, see Garner's *A Dictionary of Modern English Usage*.[61]

Numbers

Add "s" to pluralize numbers. This applies both to numerals and numbers that are spelled out.

The delegates arrived in twos and threes.

The agency wanted older 747s checked and rewired.

Proper names

Add "s" or "es" to pluralize proper names.

The presence of three Harrys in the office caused great confusion.

The Taylors live next door.

The Rosses drove across the country in five days.

Titles

When pluralizing italicized words, such as book titles, the final "s" should be in normal (roman) type.

Are there any *Newsweek*s left?

RETURN TO TABLE OF CONTENTS

Possessive form

Most situations require adding an apostrophe and an "s" to indicate possession, but there are some exceptions. Common examples are presented here; for uncommon instances, consult *The Chicago Manual of Style*.

Basic rules

For singular nouns, add an apostrophe and an "s."[62]

The market's sudden upturn delighted the shareholders.

Follow this rule whatever the final consonant.[63]

The publishing industry hoped to profit from renewed interest in Dickens's novels.

Plural nouns

For nouns pluralized with a final "s" or "es," add an apostrophe.

The corporations' concern about foreign trade was understandable.

The Rodriguezes' house is undergoing major renovations.

Irregular plurals

For irregular plurals (such as *women, men, children, people*), add an apostrophe and an "s."

The women's initiative brought about a review of working conditions in general.

Compounds

For compound words, add an apostrophe and an "s" to the final element.

He sought the attorney general's job.

NOTE: If such a construction sounds awkward with certain compound terms, use the word *of* plus the noun.

The new venture of his sisters-in-law was a huge success.

RETURN TO TABLE OF CONTENTS

Possessive form (cont.)

Hers, yours, ours, theirs, and its

A possessive is an adjective. The words *hers*, *yours*, *ours*, and *theirs* are possessive pronouns (equivalent in meaning to adjectives) and never have an apostrophe.

The victory was theirs.

In addition, *its* never has an apostrophe when used as a possessive pronoun.

Its profits increased . . . .

However, the contraction *it's* (meaning *it is*) does have an apostrophe.

It's likely to succeed.

NOTE: Avoid using contractions except in quotations.

The following is an exception to the above rule: Indefinite pronouns (such as *anyone, everyone, someone*) use the apostrophe to show possession.[64]

one's rights

someone else's umbrella

Italics

For italicized words, such as titles of newspapers, put the apostrophe and the "s" in roman type.

The *Tribune*'s article on downsizing sparked a heated controversy.

See also *Plurals/Titles, p. 54*.

Linked nouns

For a series of nouns representing joint possession, including proper names, add an apostrophe and an "s" to the final noun.

Apple and IBM's collaboration on the project was hailed by the press.

He abided by his mother and father's rules.

RETURN TO TABLE OF CONTENTS

Possessive form (cont.)

Proper nouns

Form the possessive singular form of proper nouns by adding an apostrophe and an "s."

Dickens's novels

Kansas's newspapers

KnowEx Solutions's products

Ross's land

General Nogués's troops

For information about forming the possessives of plural nouns, see *Plural nouns, p. 55*.

Present tense

See *Tense, p. 64*.

Professional titles

See *Job titles, p. 39*.

Punctuation

See the following sections in this chapter: *Brackets, p. 5; Colon, p. 11; Comma, p. 13; Em Dash, p. 26; En Dash, p. 27; Lists, p. 41; Parentheses, p. 50; Quotations, p. 57; Semicolon, p. 61.*

Q1, Q2, and so on

There are many ways to refer to quarters of a fiscal year, including the following:

Q1 of FY 2003

Q2 of FY '04

Q3 of the fiscal year 2001

For more examples, see *Fiscal year (FY), p. 31*.

Quotations, quotation marks

Accuracy

When quoting from printed sources, you should reproduce exactly "not only the wording but the spelling, capitalization, and internal punctuation of the original, except that single quotation marks may be changed to double, and double to single,"[65] according to *The Chicago Manual of Style*.

When quoting from interviews, it is important to reproduce faithfully the words of the speaker, although you may omit filler words such as "um." Use ellipses to indicate the omission of other words.

RETURN TO TABLE OF CONTENTS

Quotations, quotation marks (cont.)

Add punctuation to direct quotations to reproduce as accurately as possible the inflection of the speaker's words.

Block quotations

If a quote runs over five complete lines, format it as a block quotation by using the *Quote* style in the case template. For details about using this style, see the samples of case styles in "Formatting HBS Cases: User's Guide," http://intranet.hbs.edu/tss/download/hbscase/userguide.pdf.

See also *Block quotations, p. 5*.

Capitalization

If a quotation is a sentence, it ordinarily begins with a capital letter. If it is a fragment, it does not.[66]

Brown warned, "We must guard against investing too heavily in this area."

The CFO was "not available for comment."

However, a quotation that is introduced by a conjunction such as *that, if,* or *whether*, may begin with a lowercase letter even though the original is a complete sentence.

Benjamin Franklin reminded his readers that "experience keeps a dear school, but fools will learn in no other."[67]

Explanations within quotations

Use square brackets to enclose explanatory information within a quotation. For more information, see *Brackets, p. 5*.

Punctuation

This section describes how to punctuate quotations that are incorporated within a sentence. For information about punctuating block quotations, see *Block quotations, p. 5*.

Introducing quotations

In general, use a comma to separate a quotation from the rest of the sentence.

DiMare said, "If only I had the time."

RETURN TO TABLE OF CONTENTS

Quotations, quotation marks (cont.)

When the quotation appears first, place the comma at the end of the quotation, inside the closing quotation mark.

"We're pleased with this quarter's results," remarked the company's CFO.

For information about using colons to introduce quotations, see *Colon/Introducing statements, p. 13*. For related information, see *Comma/Quotations, p. 15*.

Punctuation inside or outside quotation marks

Place commas and periods inside quotation marks.

"I was dismayed," Roger confided, "by the strange exhilaration she displayed after reading 'The Metamorphosis.'"[68]

For other marks, including colons, semicolons, exclamation points, and question marks, follow these rules:

- If the marks belong to the quotation itself, put them inside the quotation marks.

  "Are you crazy?" he cried.

- If the marks belong to the sentence that *contains* the quotation (and not to the quotation itself), put the marks outside the quotation marks.

  Are you calling me "crazy"?

  It was a clear case of "irrational exuberance": The numbers simply could not justify the decisions that were being made.

Multiple punctuation marks

When two different punctuation marks occur at the same location, the stronger one takes precedence.

"What did the auditor discover?" asked the CEO.

Here, the question mark survives, but not the comma that would normally separate the quotation from the phrase *asked the CEO*.

See also *Colon/Introducing statements, p. 13; Ellipses/Punctuation, p. 25*.

Quotations within quotations

Use single quotation marks to designate quotations within other quotations.

"I believe in the saying, 'Neither a borrower nor a lender be.'"

RETURN TO TABLE OF CONTENTS

Quotations, quotation marks (cont.)

NOTE: In block quotations, use double quotation marks for internal quotations. (See also *Block quotations, p. 5*.)

If there are multiple levels of quotations within quotations, alternate between single and double quotation marks, using double marks for the outermost level.

Single quotation marks

See the preceding section, *Quotations/Quotations within quotations*.

Special meaning

Use quotation marks to give special emphasis or suggest a special meaning for a word, such as irony or sarcasm.

The so-called "legendary" singer had actually never studied music theory.

As with other forms of visual emphasis, use this technique sparingly.

Titles of articles or chapters

The following items should be set in roman type and enclosed in quotation marks:[69]

- Titles of articles in periodicals and newspapers
- Titles of chapters in books
- Titles of short stories, essays, and individual selections in books

For examples, see Chapter 3, "Citations," p. 81.

Well-known expressions

Quotation marks are not necessary for biblical, proverbial, and well-known expressions that are used as part of the author's text.[70]

He was not willing to cast the first stone.

No one could convince him that practice makes perfect.

Redundancy

See *Wordiness, p. 70*.

RETURN TO TABLE OF CONTENTS

Seasons

Lowercase the names of seasons (spring, fall, summer, winter, autumn) unless the season is used to refer to an issue of a journal, or in creative writing, if the season is being personified.

Lichun, the Chinese beginning of spring, falls in February, between the winter solstice and the spring equinox, not midway between the winter and summer solstices.

They were looking at properties in Penticton and Summerland during a winery tour in fall 2005 when they had an epiphany.

Sarah is enrolled in the winter 2008 term.

Elmegreen, Lindsey A. "Cognitive Supports for Analogies in the Mathematics Classroom." *Science Magazine* 20 (Spring 2007): 1–10.

O Winter! ruler of the inverted year, . . . I crown thee king of intimate delights.

Semicolon

Related independent clauses

Use a semicolon to separate two closely related independent clauses.

Major world economies were shaky; global stocks reflected the market's uncertainty.

However, if the clauses are linked by a conjunction, such as *and*, *or*, *but*, *nor*, *for*, then use a comma.

It's not good business, and it's not good politics.

The following words are considered adverbs, not conjunctions: *then, however, thus, hence,* and *indeed.* (Depending on usage, *yet* and *so* can function as adverbs or conjunctions.) When the second clause of a compound sentence is preceded by an adverb, the clauses should be joined with a semicolon.[71]

Major world economies were shaky; however, global stocks remained steady.

The following is a further clarification of the semicolon, from Garner's *Modern American Usage*:

A semicolon ". . . separates sentence parts that need a more distinct break than a comma can signal, but that are too closely connected to be made into separate sentences. Typically these will be clauses of similar importance and grammatical construction."[72]

See also *Colon, p. 11*.

RETURN TO TABLE OF CONTENTS

Semicolon (cont.)

Heavily punctuated clauses

Use a semicolon to separate clauses that would ordinarily be separated with a comma but which already contain commas.

We invested in oil, construction, and technology; but, having done this, we failed to see the potential in the aerospace industry.

Sic

Sic means "so," "thus," or "in this manner." Enclose this term in brackets following a word that is misspelled or wrongly used in the original.[73] The word *sic* should be in italics.

NOTE: Use *sic* only in quotations from printed sources. You do not need to use *sic* in direct quotations.

According to one internal document, "The situation is bad now and will get a lots [*sic*] worse over the next year if we don't do something about it."

Since

See *Because vs. since, p. 4*.

Someone

See *Anyone, p. 3*.

Spaces

Use only one space between the sentences in a case.

For information about the number of spaces between ellipsis points, see *Ellipses, p. 25*.

Spelling

HBS publications use American spelling (as opposed to British spelling). The exception to this is quoted material, where the spelling and grammar of the author is preserved. When in doubt, refer to *Webster's* online dictionary (www.m-w.com). In situations where the dictionary provides two spelling options, the first option is usually the preferred choice.

State, country, province, and city

When the name of a state or country accompanies the name of a city or province, separate all elements with a comma.

His design career took him from Paris, Maine, to Paris, France, and back again.

She arrived in Atlanta, Georgia, in 1900.

Montreal, Quebec, is the second-largest French-speaking city in the Western world after Paris.

In the above example, note the commas after the name of the state or province as well as the city.

RETURN TO TABLE OF CONTENTS

State names

In running text, spell out the names of states regardless of whether they are used as nouns or adjectives.

The governor worked to attract new business to Massachusetts.

The Massachusetts policy on discrimination is unchanged.

The two-letter postal abbreviations for names of states may be used in the following contexts:

- In exhibits, figures, and tables.
- In citations, if the place of publication is not widely known. See also *State, region, or country, p. 85*, in Chapter 3.

For the two-letter abbreviations for names of U.S. states, see Appendix C, p. 124.

Structure

HBS cases should have a logical structure. The case template provides styles for headings and other elements that you can use to organize your case.

As you structure a case, consider the following issues:

- Are sections and paragraphs organized in a hierarchical way?
- Is there a clear relationship between main and auxiliary ideas?
- Are there transitions from one idea to another?
- Are there introductions to bulleted lists?
- Do the items in a list match the information you refer to in the list's introduction?
- Are all source materials cited correctly in footnotes or source lines?
- Are there references to each exhibit, figure, or table in the case, in sequential order?
- Do the references to exhibits, figures, and tables tell readers what to look for?
- Is there redundant information that should be consolidated?

See also *Headings, p. 34*.

Such as

See *Like vs. such as, p. 40*.

RETURN TO TABLE OF CONTENTS

Template

The HBS case template includes many embedded formats for headings, paragraphs, exhibit titles, bulleted lists, and other elements of a case. The template is designed to streamline the formatting process so writers can concentrate on writing instead of formatting. Use the case template to save time and ensure that your cases are consistent with other cases produced at HBS.

To download the template, go to the following page of the HBS intranet: http://intranet.hbs.edu/tss/download.html.

From this location, you can download the template that is appropriate for your platform.

Tense

HBS cases are likely to be read for many years after they are written. It is important, therefore, that they portray facts or "truths" in a way that will remain constant. For this reason, cases should be written in the past tense.

For example, instead of writing "Microsoft sells software," you would write "Microsoft sold software." This gives cases a timeless quality that endures even if circumstances change. Imagine if you had written a case that began, "Enron is a well-respected company. . . ."

Of course, there are certain facts that seem unlikely to change during the life of a case. For instance, if you were writing a case describing a new cardiac medical device, you might be tempted to say that "the heart pumps the body's 16 pints of blood through its circulatory system of veins and arteries."

However, if you believe that certain "immutable truths" should be written in the present tense, you will put yourself in the position of constantly having to decide what is actually "truth" and what may change. In the example above, "pumped" works as well as "pumps" and saves you the trouble of having to draw these distinctions.

NOTE: The present tense may be used for the following items:

- Appendixes
- Biographies (in exhibits)
- Quotations. Cases are often designed to present a protagonist pondering a decision or problem at a moment in time. Thus, it seems natural to relate this person's words as they were captured in real time—for example, "We need to improve the quality of the product we produce at our Andover plant."
- Teaching notes

RETURN TO TABLE OF CONTENTS

Teaching notes

Cases are written in the *past tense* because they are meant to capture a moment in time. Teaching notes are written in the *present tense,* however, because they describe a teaching process that is current and ongoing.

That vs. which

Use *that* to introduce material that restricts the meaning of a noun; use *which* to elaborate on the meaning of a noun.[74]

The lawn mower that is broken is in the garage. (Tells which one.)

The lawn mower, which is broken, is in the garage. (Adds a fact about the only mower in question.)[75]

Nonrestrictive clauses, which use the word *which*, are set off from the rest of the sentence with commas.

Business hours of the branch banks, which were located in different sections of the city, varied according to customer needs.

Acme was founded with great fanfare. Investors and employees alike were shocked when the company, which invented widgets, went out of business two years later.

BUT: The company that invented widgets soon went out of business.

Here, the second sentence would not make sense without the phrase *that invented widgets*, so that phrase is not set off with commas.

Time

Use numerals to indicate the time of day. Use a 12-hour clock, followed by "a.m." or "p.m."

1:00 p.m.

7:53 a.m.

If you are referring only to hours, you may shorten the numbers as follows:

11 p.m.

9 a.m.

Noon or midnight

Use *noon* or *midnight* when referring to a single time.

The lunch meeting started at noon.

Employees on the late shift worked from 4 p.m. until midnight.

Titles and headings

See *Capitalization, p. 6*; *Headings, p. 34*; *Job titles, p. 39*.

RETURN TO TABLE OF CONTENTS

Tone

Use a neutral, nonjudgmental tone when writing cases to maintain the authority of your voice and to prevent a case from sounding like a public-relations piece or a critique of the company.

If you feel you need to convey a point of view, find a source and attribute it to others. For example, it would be preferable to say "Industry analysts were enthusiastic about the company's growth prospects" than to say the same thing from your perspective.

Putting a point of view in someone else's words makes it easier for readers to question the viewpoint.

Trademarks

Capitalization

Most trademarks are capitalized, but specific instances may require research; for example, *Dacron* is capitalized, but *nylon* is not. To confirm the correct capitalization, check the following sources:

- Company Web sites (for trademarks owned by current companies).
- Dictionaries (for trademarks over 10 to 20 years old). We recommend *Webster's* online dictionary at www.m-w.com.
- The Web site of the U.S. Patent and Trademark Office, www.uspto.gov, which allows you to search for trademarks.

Trademark symbol

In general, trademark symbols (™ and ®) are required only in advertising and sales publications and thus, are not required in cases. However, these symbols must appear in any photographs or illustrations that you reproduce from company documents. You must also obtain permission from the copyright holder to reproduce the images. For more information, see *Permissions Requirements, p. 84,* in Chapter 3.

U.K.

See *U.S., p. 68*.

Underlines

Do not underline words in cases.

See also *Italics/Titles and subtitles, p. 38; URLs, p. 67*.

RETURN TO TABLE OF CONTENTS

URLs

Line breaks in URLs

To break a URL across lines, follow these conventions:

- If the URL has a hyphen, do not break after the hyphen. (Also, do not add hyphens to URLs.)
- Break *before* a period, tilde, underline, number sign, or any other punctuation or symbols.

  http://wgbh.org/program-info?program_id=30272&location=home_tv&blurb_date=20070601

- Break *after* a colon, slash, double slash, or @ symbol.

  http://www.nytimes.com/2007/06/03/business/yourmoney/03fund.html?ref=worldbusiness

- Break *before* or *after* an equals sign or ampersand.

  http://wgbh.org/program-info?program_id=30272&location=home_tv&blurb_date=20070601

  http://wgbh.org/program-info?program_id=30272&location=home_tv&blurb_date=20070601.

Underlining URLs

Do not underline URLs in cases. (To turn off this automatic feature in Microsoft Word, see *To prevent underlining in URLs* in this section.)

In running text, use the following style:

www.harvard.edu

NOTE: In running text, you do not need to include the Internet protocol unless it is a protocol other than HTTP (for example, FTP or GOPHER).[76]

In citations, include the protocol as well as the rest of the URL. For example:

http://www.gm.com/company/investor_information/docs/fin_data/gm00ar/GM00AR_part1.pdf

See also *URLs in citations* in Chapter 3, p. 86.

RETURN TO TABLE OF CONTENTS

To prevent underlining in URLs (in Word 2007)

1. Launch Microsoft Word.
2. Click the Office Button > Word Options > Proofing > AutoCorrect Options button > AutoFormat as You Type; deselect "Internet and network paths with hyperlinks."
3. Repeat the deselection on the AutoFormat tab and click OK.

To deactivate an active link

1. Right-click on the link.
2. Select Remove Hyperlink.

U.S.

In general, spell out *United States* and *United Kingdom* as nouns; use *U.S.* and *U.K.* as adjectives.

The United States had an emotional connection to the United Kingdom which, to some extent, defied political and economic analysis.

Over the years, U.S. manufacturing came to dominate the economy.

NOTE: If *United States* and *United Kingdom* are used frequently in a case and, as a result, seem cumbersome for the reader (to be spelled out each time), you may spell out the first instance and use the abbreviation thereafter.

Judging from reports, tourism in the United Kingdom was unaffected by stories of mad cow disease. The U.K. had adopted a policy . . . .

See also *European Union, p. 30*.

Verb form

Use the third-person form when referring to the protagonist and other characters in a case. For example, instead of saying "I worked for XYZ Company," you would say, "Joseph Brown worked for XYZ Company."

Web, web

When referring to the Internet, it is preferable to capitalize *Web* such as:

Web browser

Web-enabled

Web hosting

Web page

Web server

Web site

RETURN TO TABLE OF CONTENTS

Web, web (cont.)

However, as the term has been used more frequently, lowercasing *web* has also become common. Whichever way you choose to capitalize the word is fine as long as it is consistent throughout the text.

NOTE: Similarly, as the term *website* has become a part of our everyday language, writers have chosen to lowercase *web* and make it one word, as in *website*. It is acceptable to do this, but make sure that you do so consistently.

Who, whom, whose

Who

Use *who* to refer to people. Avoid using this word to personalize companies.

The executives who attended the meeting were in complete agreement.

The companies that attended the conference were in complete agreement.

Whom

Use whom as the object of a verb or preposition.

Davis was trying to decide whom to vote for in the upcoming election.

The professors, to whom we are forever indebted, have made us different people: women who are intelligent, curious, and driven to success.

Charlotte, to whom the department owes a great debt of gratitude, retired last month.

Whose

Use *whose* to indicate a possessive relationship.

The employee whose record showed the most sales won a trip to Hawaii.

If the *whose* clause specifies a particular person (or group) among several possible people, as in the example above, it is not set off with commas. If the *whose* clause adds information about a person or group already specified, it is set off with commas:

BUT: The top-selling employee, whose name also happened to be Franklin, won a trip to Hawaii.

RETURN TO TABLE OF CONTENTS

Wordiness

Avoid redundancy and wordiness. This advice was expressed perfectly by Strunk and White in *The Elements of Style*: "Omit needless words."[77] Not only will your cases be easier to read, but, as Michael J. Roberts points out in "Developing a Teaching Case,"[78] students can spend less time reading and more time thinking about a case. Here are a few alternatives to some wordy phrases:

Instead of this:	Use this:
in spite of the fact that	although
at this point in time	at present
due to the fact that	because
consensus of opinion	consensus
located in	in
at the present time	now
oftentimes	often
preplan	plan
refer back to	refer to
call your attention to the fact	remind you
repeat again	repeat
end result	result
very unique	unique
utilize	use
on a weekly basis	weekly

For more information about wordiness, see Strunk and White's *The Elements of Style*.[79]

See also *Cliches, p. 10; Jargon, p. 39*.

Year

See *Dates, p. 22*.

RETURN TO TABLE OF CONTENTS

Chapter 2 EXHIBITS, FIGURES, TABLES, AND APPENDIXES

This chapter describes guidelines for text in exhibits, figures, tables, and appendixes. Some of the guidelines pertain to formatting as well as wording issues. For additional formatting guidelines, see the following documents:

- The case template guidelines: "Formatting HBS Cases: User's Guide," HBS No. 999-971; http://intranet.hbs.edu/tss/download/hbscase/userguide.pdf.
- Sample of case template: "HBS Sample Case," HBS No. 999-972; http://intranet.hbs.edu/tss/download/hbscase/samplecase.pdf.
- Samples of exhibits: "HBS Case: Exhibits," HBS No. 555-555, http://intranet.hbs.edu/tss/download/hbscase/caseexhibits1.pdf.

Overview of Exhibits, Figures, Tables, and Appendixes

Exhibits, figures, and tables are an essential part of most cases. In addition, appendixes are sometimes used to present supplemental information. The following are the HBS definitions of these items:

- **Exhibits**—consist of material in any form (figures, tables, charts, photos, etc.) placed at the **end of the text** in a case.
- **Figures**—consist of graphs, charts, or artwork of any kind placed **within the text** of a case.
- **Tables**—consist of tabular material (for example, columns of numbers) placed **within the text** of a case.
- **Appendixes**—consist of background or detailed information about a topic mentioned in the case. Appendixes are placed at the **end of all exhibits** in a case and before a glossary, if any. (Exception: Exhibits for the appendix itself are placed after the appendix.)

The guidelines in this chapter pertain mostly to exhibits, figures, and tables. The *Numbering (p. 76)* and *Titles (p. 80)* sections of this chapter also provide information about appendixes.

For more information about exhibits, see *Cross-references (p. 19)* and *Exhibits (p. 30)* in Chapter 1.

The following section provides general guidelines about exhibits, figures, tables, and appendixes, in alphabetical order.

RETURN TO TABLE OF CONTENTS

Abbreviations (in exhibits, figures, and tables)

Abbreviations are acceptable in exhibits, figures, and tables, both to save space and to accommodate the abbreviations used in programs such as Excel. The following are some of the items that may be abbreviated in exhibits, figures, and tables:

- Dates (Mar-99, Jul-01, Nov-06)
- Names of U.S. states (for example, AK, MA, TN)
- N/A ("not available")
- "$000s" to indicate "thousands of dollars"
- "$ mil" or "$ million" to indicate "millions of dollars"

Avoid using the following abbreviations in tables:

- A dash (-) to indicate zero. Instead, use "0." (The dash is problematic because it prevents programs such as Excel from performing certain mathematical operations.)
- M or MM to indicate any number. (These abbreviations can cause confusion because different people may interpret them in different ways.)

Additional abbreviations

To indicate numbers that have been rounded, use abbreviations such as "($ thousands)," "($ millions)," or "(in millions of dollars)," as long as the designation applies to all numbers in the column.

If the numbers in a column have different symbols or units, repeat the appropriate symbol (such as $ or %) next to each number to avoid confusion.[80]

See also *Symbols in tables, p. 80.*

For information about using symbols in footnotes, see *Source lines, notes, and footnotes/Footnotes, p. 78.*

Asterisks

Some software programs such as Excel use footnote symbols (such as the asterisk, dagger, and so on) instead of letters or numbers. If you are pasting files with these symbols into your case, you might consider replacing them with the footnote letters that are available in the case template.

If you prefer to leave the symbols, see the guidelines in *The Chicago Manual of Style*, 15th ed., section 13.50.

RETURN TO TABLE OF CONTENTS

Capitalization

Use headline style to capitalize the titles of exhibits, figures, and tables. For details about this style, see *Capitalization, p. 6,* in Chapter 1.

For other titles in exhibits, figures, and tables, use the following guidelines.

Headings in tables

- Use *headline style* for column headings and main row headings.
- Use *sentence style* for secondary row headings that follow main headings.

For examples of these styles, see **Exhibit 3** and **Exhibit 5** in the "HBS Sample Case–MS Word," http://intranet.hbs.edu/tss/download/hbscase/samplecase.pdf.

For other headings in tables, exhibits, and figures, use your discretion. Whichever style you choose, use it consistently throughout the exhibits.

Headings in balance sheets

In balance sheets, use headline style to capitalize column and row headings.

"Continued" headings

In Microsoft Word, some exhibits, figures, and tables wrap to a second page. In general, it is best to try to fit the information on one page.

If you cannot make the information fit, then you need to decide whether to include a "continued" heading on the second page. Use the following criterion:

- If the continuation page has an even page number, then it should have a "continued" heading.

  The "continued" heading should look like one of the following:

  [1st style] **Exhibit 3 (continued)**

  [2nd style] **Exhibit 3 (continued)** LEAP Computation Chart

- Use the first style when both pages have the same exhibit title.
- Use the second style when the title on the second page is different from the one on the first page.

RETURN TO TABLE OF CONTENTS

"Continued" headings (cont.)

- Use the second style when the title on the second page is different from the one on the first page.
- An alternative to the latter style is to split the exhibit into sections (labeled **Exhibit 2a** and **Exhibit 2b**, for example). If you do this, then you do not need to include a "continued" heading.

Credit lines

A credit line is one type of source line. Credit lines are used to indicate the source of graphical items, such as tables or illustrations, as well as text excerpts, such as newspaper articles.

If you reprint a table, illustration, or text excerpt that has already been published, *you must request permission from the publisher to reprint the item*. If the publisher grants permission, then you must include a credit line for the item.

Location of credit lines

The location of a credit line varies depending on the type of information you want to reprint. For example:

- If you reprint an *entire article*, then the credit line typically appears on the first page of a case, in the footer area.
- If you reprint an *excerpt*, then the credit line typically appears in the source line below the exhibit, figure, or table.

Wording of credit lines

Sometimes the publisher specifies the wording for the credit line, and sometimes a standard credit line is used. If the publisher does not specify the wording of the credit line, then you should include the words "Reprinted by permission" at the end of the source line.

Sample credit lines—on first page of case

The following are sample credit lines that might appear on the first page of a reprint:

© (year) Time Inc. All rights reserved.

Copyright © (year) The New York Times Company. Reprinted by permission.

NOTE: The names of copyright holders (such as Time Inc. and The New York Times Company) should be in roman type, even if they include the name of a publication. Use italics only when a publication name is mentioned separately from the copyright holder. For examples, see the following source lines.

RETURN TO TABLE OF CONTENTS

Credit lines (cont.)

Sample credit lines—in source lines

The following are credit lines that might appear in the source line under an exhibit, figure, or table:

Source: Used with permission from *The Wall Street Journal*. © Dow Jones & Company, Inc. 2002. All rights reserved.

Source: Reprinted from (issue, date, and year) issue of *BusinessWeek* by special permission, © (year of issue) by McGraw-Hill, Inc. All rights reserved.

Source: Thomson Datastream, accessed September 2006.

For more information about credit lines and permissions issues, see Appendixes A and D in "A Guide to Submitting Course Materials," http://intranet.hbs.edu/dept/drfd/caseservices/guide.html.

For more details about source lines, see *Source lines, notes, and footnotes, p. 78*.

Cross-references

In running text, you should include a reference to each exhibit, figure, and table to clarify the purpose of the exhibit and to highlight what readers should look for. For guidelines, see *Cross-references, p. 19,* in Chapter 1.

Currency symbols

When you include currency symbols in tables, follow the conventions used in programs such as Excel.

To view currency symbols in an Excel spreadsheet (in Excel 2007):

1. Type some numbers in a cell, and select the cell.

2. Click Format > Cells > Number > Currency Symbol.

From the dropdown list, you can choose any symbol or three-letter abbreviation.

You can also refer to the following Web site for three-letter currency abbreviations: www.oanda.com/convert/cheatsheet. These abbreviations are different from the currency symbols used in Excel.

For information about repeating symbols in tables, see *Symbols in tables, p. 80*.

RETURN TO TABLE OF CONTENTS

Decimal point

Align figures on the decimal point.

Expenses were as follows:

Travel	$132.00
Meals	43.10
Other	10.35

In addition, align numbers with commas on the comma. (For information about using commas with numbers, see *Million* in Chapter 1, *p. 43*.)

For information about when to repeat the dollar sign and other symbols, see *Symbols in tables, p. 80*.

Elements of exhibits, figures, and tables

Most exhibits, figures, and tables include the following elements:

- Title
- Body (of exhibit, figure, or table)
- Source line
- Notes
- Footnotes (labeled a, b, c, and so on)

For information about each element, see the corresponding sections in this chapter.

Footnotes in exhibits

In this chapter, see also *Punctuation of source lines, notes, and footnotes, p. 78*.

Notes in exhibits

See *Source lines, notes, and footnotes, p. 78*.

Numbering

See also *Titles, p. 80*.

Appendixes

Appendixes are lettered consecutively (for example, **Appendix A, Appendix B**). If there is only one appendix, the title should be "Appendix" with no letter.

For details about formatting appendix titles, see the sample appendix in "HBS Sample Case–MS Word," http://intranet.hbs.edu/tss/download/samplecase.pdf.

RETURN TO TABLE OF CONTENTS

Numbering (cont.)

Exhibits, figures, and tables in appendixes

Appendixes can also include exhibits, figures, and tables. The numbering style for these items is as follows:

Table A-1, Table A-2

Exhibit A-1, Exhibit A-2

Exhibits

Exhibits are numbered consecutively (for example, **Exhibit 1, Exhibit 2,** and so on).

Exhibits that include more than one section are labeled as follows: **Exhibit 2a, Exhibit 2b**, and so on.

In the above example, note the lowercase letter after the number.

Tables and figures

Tables and figures are lettered consecutively (for example, **Figure A, Figure B; Table A, Table B,** and so on).

Exhibits, figures, and tables in teaching notes

Exhibits, figures, and tables in teaching notes have a different numbering style than cases. For example:

- Label exhibits **TN Exhibit 1, TN Exhibit 2**, and so on.
- Label figures **TN Figure A**, **TN Figure B**, and so on.
- Label tables **TN Table A**, **TN Table B**, and so on.

Appendixes in teaching notes

Appendixes in teaching notes have the same numbering style as cases: Label appendixes in teaching notes **Appendix A, Appendix B**, and so on.

Permissions issues for exhibits

For information about permissions issues for exhibits, see the following guidelines:

- Appendix D in the *Guide to Submitting Course Materials,* http://intranet.hbs.edu/dept/drfd/caseservices/guide.html.
- *Permissions and Sourcing for Baker Library Databases* http://intranet.hbs.edu/dept/drfd/caseservices/Permissions-Sourcing_for_Baker_Library_Databases.pdf

RETURN TO TABLE OF CONTENTS

Punctuation of source lines, notes, and footnotes

All source lines, notes, and footnotes should end with a period, even if they are incomplete sentences. For example:

Source: Bulong Prospectus.

Note: [create note here].

[a]CY = Calendar Year.

Source lines, notes, and footnotes

All exhibits, figures, and tables must have source lines. Notes and footnotes may also be included but are optional. The sequence for these items is as follows:

Source:

Note:

a

b

c

For details about each type of item, see the following sections about source lines, notes, and footnotes.

Source lines

For examples of source lines, see *Source Lines, p. 90*.

For information about creating source lines for adapted or compiled information, see *Using "Adapted" and "Compiled" in Source Lines, p. 90*.

For information about whether to repeat a source line on different pages of an exhibit, see below.

When to repeat source lines

If an exhibit spans multiple pages, repeat the source line only if the source of the information is different on different pages of the exhibit. If the source is the same, then the source line should be placed only at the end of the exhibit.

RETURN TO TABLE OF CONTENTS

Source lines, notes, and footnotes (cont.)

Notes

Notes in exhibits are optional. They may be used for explanations or general information about an exhibit, figure, or table. Footnotes, on the other hand, contain information about a specific part of the exhibit, figure, or table.

The word *Note* should appear directly below the source line.

Source: [Source line goes here.]

Note: Above table excludes brands with less than 1% market share.

If there is more than one note, change *Note* to *Notes*.

Footnotes

Footnotes in an exhibit, figure, or table are optional. If you include footnotes, place them under both the source line and the general "Note." Footnotes should begin with a superscript letter.

[a]Units in millions.

[b]Average selling price.

[c]Total sales in millions of dollars.

Footnote letters (a, b, c) should also appear in the part of the exhibit referenced by the footnote.

For instructions on creating and formatting footnotes, see the following sections of "Formatting HBS Cases: User's Guide," http://intranet.hbs.edu/tss/download/hbscase/userguide.pdf :

- Footnotes and Endnotes
- To Create a Custom Table

NOTE: Some programs such as Excel use footnote symbols (such as the asterisk, dagger, and so on) instead of letters. For more information, see *Asterisks, p. 72*.

RETURN TO TABLE OF CONTENTS

Symbols in tables

Use the following guidelines for symbols in tables:

- When a table shows currency or percentage symbols, include the symbol in the top row, the bottom row, and after any horizontal rule within the table. (This assumes that the column contains the same kinds of figures.)

  $135,000
  34,000
  $169,000

- If a table title or column heading lists the units for the subsequent figures, you can omit the symbols next to each figure.[81]
- If a variety of units are included under the same column heading, then you should indicate the unit symbols next to each figure.
- In exhibits or tables where numbers have been rounded, use "($ millions)" or "(in millions of dollars)" in the table title, if it applies to all numbers in the exhibit or table. Otherwise, put the explanation in the appropriate column heading.

For information about using symbols in footnotes, see *Asterisks, p. 72*.

Titles

The titles of exhibits, figures, tables, and appendixes should include the following elements:

- The word Exhibit, Figure, Table, or Appendix
- A number (or letter) for the item.
- A brief title

For example:

Exhibit 1 Market Valuation of CRO

Table B SilverStar's Network Strategy

See also *Numbering, p. 76*.

RETURN TO TABLE OF CONTENTS

Chapter 3 CITATIONS

This chapter provides guidelines for citing source materials in HBS cases. It includes the following information:

- Overview of citations
- General style guidelines for citations
- Examples of citations

Overview of Citations

Cases should adhere to the same sourcing standards as other scholarly work produced at HBS. These standards include citing all of the sources that one used to create a case; avoiding plagiarism; and obtaining permission to use any copyrighted material.

There are some variations in the way citations are handled in field, library, and general experience cases. For details, see *What to Cite in Field, Library, and General Experience Cases, p. 87,* in this chapter.

For more information, see the following main sections of this chapter:

- General Style Guidelines
- Permissions Requirements
- Avoiding Plagiarism
- Types of Citations: Footnotes, Source Lines, and Bibliographies
- Creating New Citation Styles
- Examples

General Style Guidelines

The following are some general style guidelines about citations, in alphabetical order. For related information, see *Source lines, notes, and footnotes, p. 78,* in Chapter 2.

RETURN TO TABLE OF CONTENTS

Dates

In citations as well as running text, use the American style for dates—*month, day, year*.

December 8, 1976

See also *Dates, p. 22,* in Chapter 1.

Et al.

The abbreviation *et al.* means *and others* (from the Latin *et alia*). If you cite a work by multiple authors, you may cite the name of the first author followed by *et al.*

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

When not to use *et al.*:

- The first time you cite a multiauthor work, you should include all of the authors' names. In subsequent citations, you may use *et al.*
- In bibliographies, the usual practice is to list the names of all the authors.[82]

Comma and *et al.*

You do not need to put a comma before *et al.* For example:

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

Footnotes and endnotes in same document

Cases may include footnotes, endnotes, or both. If you want to include both types of references, use different numbering systems for each type—for example, use alphabetic letters for footnotes, and use numbers for endnotes.

Ibid.

Use *Ibid.* (set in roman type) to repeat a footnote that appears on the same page—and directly above—the current footnote. *Ibid.* takes the place of the author's name, the title of the work, and as much of the subsequent material as is identical. For example:

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

[2]Ibid., p. 6.

NOTE: During the writing process, you may prefer to use the shortened footnote style instead of *Ibid.* After you have written the case and your citations are in the correct sequence, you might decide to change repeated citations to *Ibid.* where appropriate.

See also *Op. cit., p. 83*.

RETURN TO TABLE OF CONTENTS

Italics

Use italics for the titles of books, periodicals, newspapers, published newspaper sections, pamphlets, proceedings collections, and movies. For example:

InformationWeek
Wall Street Journal

See also *Quotation marks, p. 85; Examples of Citations* section starting on *p. 93*.

New citation styles

See *Creating New Citation Styles, p. 92*.

Note reference numbers

Note reference numbers are the numbers in text that refer to footnotes. Follow these guidelines in footnotes:

- Use a superscript number, which you can create automatically from the HBS case template. (For instructions, see the section about creating footnotes in "Formatting HBS Cases: User's Guide," http://intranet.hbs.edu/tss/download/hbscase/userguide.pdf.)
- In running text, place the number after all punctuation marks including quotation marks and closing parentheses. The only exception is the em dash: place the note reference number before, not after, the em dash, as shown in the fourth example below.

  She said that this was "the end":[1]

  "This," George Strong wrote approvingly, "is what our tailors can do."[1]

  (In an earlier book he had said the opposite.)[2]

  This was obvious in the Shotwell series[3]—and it must be remembered that Shotwell was a student of Robinson.[83]

NOTE: Footnotes in exhibits, figures, and tables are preceded by letters instead of numbers. For examples, see S*ource lines, notes, and footnotes/Footnotes in exhibits, figures, and tables, p. 79*, in Chapter 2.

Op. cit.

Avoid using *op. cit.* to repeat a footnote that appears earlier in a case. Instead, use one of the following styles:

- Use *Ibid.* if the repeated footnote immediately follows the original note.
- Use the shortened footnote style if the repeated footnote is not contiguous to the original note.

RETURN TO TABLE OF CONTENTS

Op. cit. (cont.)

The shortened note should include the minimum amount of information required to identify the citation—that is, the author's name; enough of the title to be clear (if there is more than one work by the same author); and the page number (if different from the first one). For example:

[Note on p. 3 of case]
Joannie M. Schrof and Stacey Schultz, "Melancholy nation," *U.S. News & World Report*, March 8, 1999, p. 56.

[Note on p. 5 of case]
Schrof and Schultz, p. 57.

If there are footnotes for different works by the same author, a shortened footnote might read as follows:

[Note on p. 5 of case]
Schrof and Schultz, "Melancholy nation," p. 57.

See also *Ibid., p. 82*.

Organization as author

To cite a publication from an organization, association, or corporation for which there is no author name, list the organization as the author, even if it is also listed as the publisher.

The University of Chicago Press. *The Chicago Manual of Style*, 15th ed. Chicago: University of Chicago Press, 2003.

World Health Organization. *WHO Editorial Style Manual*. Geneva: World Health Organization, 1993.[84]

Evanston Public Library Board of Trustees. "Evanston Public Library Strategic Plan, 2000–2010: A Decade of Outreach." Evanston Public Library. http://www.epl.org/library/strategic-plan-00.html.[85]

New York Times, "In Texas, Ad Heats Up Race for Governor," July 30, 2002.[86]

Permissions requirements

See the section *Permissions Requirements, p. 84*.

Page numbers

In footnotes, use the abbreviations "p." or "pp." to refer to single or multiple page numbers that cite books, newspapers, and magazines. In academic journals, precede the page number with a colon and omit the "p." or "pp."

. . . (Boston: Harvard Business School Press, 1988), pp. 150–153.

. . . *National Economic Review* (August 1982): 29–30.

RETURN TO TABLE OF CONTENTS

Punctuation of citations

Put a period at the end of all citations, including bibliography entries, footnotes, and source lines.

See also *Note reference numbers, p. 83*.

Quotation marks

Use quotation marks around the titles of articles, chapters, and essays.

"The Rise of Venture Capital"
"Implementing Organizational Change"
"Talk of the Town" in last week's *New Yorker*

See also *Italics, p. 83*. In Chapter 1, see *Quotations/Titles of articles or chapters, p. 60*.

Repeating a citation

See *Ibid., p. 82,* and *Op. cit., p. 83,* in this chapter.

Revised cases

When you are citing a case that has been revised, you do not need to include the revision date in your citation because the revision date may change from one revision to the next, while the content in the case will remain relatively constant. However, if more than one copyright date appears (on page 1 in the footer of the case), use the most recent date in your citation.

If significant content changes are made to a revised case, then the case will probably be categorized as a *rewritten* case, which will warrant a new case number and will simplify your citation to the case.

Rewritten cases

Citations for rewritten cases are identical to citations for non-revised cases. A rewritten case has a different case number than the original case, so it is cited as a new case.

Shortened footnotes

See *Op. cit., p. 83*.

State, region, or country

In general, you do not need to include the names of states, regions, or countries in citations.

However, if the place of publication is not widely known, or if the location of the publisher might be confused with another location, then you should include an abbreviation for the name of the state, region, or country.[87] For example:

Cambridge, UK: Cambridge University Press, 1979
Cambridge, MA: Harvard University Press, 1979
Ottawa, IL: Jameson Books, 1991

RETURN TO TABLE OF CONTENTS

State, region, or country (cont.)

For a list of abbreviations for the names of states, see Appendix C, *p. 124*.

URLs in citations

For general information about URLs, see *URLs, p. 67,* in Chapter 1. In addition, use the following guidelines for URLs in footnotes or bibliographies:

- Provide the complete URL.
- Provide the date you accessed the URL.
- Provide URLs only to Web sites that contain the actual text you are citing. Do not include URLs to online catalogs that merely describe an item (such as a book) but do not allow one to read the text online. In the latter case, it is best to obtain a printed copy of the source and cite that version instead.

The following example shows a citation to an online magazine:

[1]Richard Tomlinson, "The World's Most Popular Sport Is a Mess of a Business," *Fortune*, May 27, 2002, http://www.fortune.com/indexw.jhtml?channel=artcol.jhtml&doc_ id=208013, accessed June 2002.

URLs to databases

Use the following additional guideline for URLs to databases:

- Include only a general URL to the database. For example, when citing information from the OneSource database, use the following URL:

  www.onesource.com

Although a longer URL may appear in your browser window, the URL can vary on different computers, so it is best to use the generic URL, which will remain constant on different computers.

RETURN TO TABLE OF CONTENTS

What to Cite in Field, Library, and General Experience Cases

Because field, library, and general experience cases are based on different kinds of source materials, they have different sourcing requirements. Refer to the following guidelines for each type of case.

Field Cases

The following items should be sourced in field cases:

- Exhibits, tables, and figures
- Information that is not owned by subject company, including:
  - Quotations of people not employed by subject company
  - Text from copyrighted materials not owned by subject company

Library Cases

The following items should be sourced in library cases:

- Exhibits, tables, and figures
- All information that is not common knowledge (see the following section on *Common Knowledge*)
- Words that are quoted, paraphrased, or summarized from any source

General Experience Cases

Sources are not required in general experience cases because the cases are fictional and based on the author's experience.

Common Knowledge

The term c*ommon knowledge* refers to facts that are known by most people. The following are facts that could be considered common knowledge:

- Honolulu is the capital of Hawaii.
- Albert Einstein discovered the Theory of Relativity.
- John F. Kennedy was elected president of the United States in 1960.
- The value of "Pi" is 3.14.

RETURN TO TABLE OF CONTENTS

The following are examples of facts that are not common knowledge. These facts would need to be sourced in a library case:

- In 2003, China had 269 million cell phone subscribers, 79.5 million Internet users, and 35 million PC owners.
- In 2002, the foundry segment of the memory chips industry had revenues of $8.4 billion. North American companies represented 63% of that revenue, Asia Pacific companies 23%, and European and Japanese companies 9% and 5%.
- The top five suppliers of application-specific logic devices were IBM Microelectronics, Agere Systems, LSI Logic, NEC, and Xilinx.

When in doubt about whether a fact is common knowledge, it is best to provide the source.

Permissions Requirements

When you cite a copyrighted source, you must still seek permission from the copyright holder to publish the information in a case. See the following guidelines about the kind of information that requires permission and how to obtain it:

- Appendix D in *A Guide to Submitting Course Materials,* http://intranet.hbs.edu/dept/drfd/caseservices/guide.html.
- *Permissions and Sourcing for Baker Library Databases*, http://intranet.hbs.edu/dept/drfd/caseservices/Permissions-Sourcing_for_Baker_Library_Databases.pdf

RETURN TO TABLE OF CONTENTS

Avoiding Plagiarism

Although you do not need to cite sources for common knowledge, keep the following in mind:

- If you present facts in someone else's words, you should cite the source of those words.
- If you paraphrase large amounts of information from one source, you should cite that source, as emphasized in a sourcing guide for Harvard students, which says:

  When you draw a great deal of information from a single source, you should cite that source even if the information is common knowledge, since the source (and its particular way of organizing the information) has made a significant contribution to your paper.[88]

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

- "How to Avoid High-Risk Situations," in Chapter 3 (Section 3.5) from Gordon Harvey, *Writing with Sources: A Guide for Harvard Students*, Expository Writing Program, Harvard University, 1998. To access *Writing with Sources*, go to www.fas.harvard.edu/~expos and click on Resources. The document (in its entirety) is available on this page in Rich Text Format.
- "Working Habits that Work," in Academic Integrity at Princeton, Princeton University, www.princeton.edu/pr/pub/integrity/pages/habits.html.
- "Plagiarism: What It Is and How To Recognize and Avoid It," in Writing Tutorial Services/Writing Resources, Indiana University at Bloomington, www.indiana.edu/~wts/pamphlets/plagiarism.shtml.
- "HBS Policy on Plagiarism and Collaboration," on MBA Web site, www.mba.hbs.edu/admin/program/policies/academic/student_work/plagiarism.html.

Types of Citations: Footnotes, Source Lines, and Bibliographies

In HBS cases, citations can appear in three main forms: footnotes (or endnotes), source lines, and bibliographies. Bibliographies are optional in cases, but footnotes and source lines are essential. The following sections provide details about each of these items.

Footnotes and Endnotes

Footnotes and endnotes have the same function—to cite the exact page of a source that you refer to in the case. The only difference between footnotes and endnotes is placement: footnotes appear at the bottom of the page, whereas endnotes appear at the end of the document. Footnotes are more convenient for most readers, but if the notes occupy more than a third of each page, you should probably use endnotes to minimize reader distraction.

RETURN TO TABLE OF CONTENTS

The main characteristics of footnotes and endnotes in cases are as follows:

- The note is preceded by a number.
- The author's name is in natural order (i.e., the first name precedes the last name).
- The elements of the note are separated by commas.

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

Quotation in text

Sahlman said, "Taking advantage of arbitrage opportunities is a viable and potentially profitable way to enter a business."[1]

Corresponding footnote or endnote

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

Source Lines

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

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

Source: Facts & Figures on the Italian Exchange, Italian Exchange (Milan: Borsa Italiana, 1999), p. 61.

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

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

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

Using "Adapted" and "Compiled" in Source Lines

Source lines should indicate not only the source of an exhibit but how it may have been changed by the writer. For example, a source line should indicate whether the writer copied information directly from a source, combined data from several sources, or created an exhibit from scratch. It is important to use wording that is as precise as possible, to avoid concerns about plagiarism and to clarify whether you need permission.

Two terms that appear frequently in source lines are "adapted" and "compiled." Be sure to use these words precisely, and follow the definitions shown in the table below.

RETURN TO TABLE OF CONTENTS

SOURCE LINE		MEANING
Source:	[Straight citation].	You copied information from the original source without changing it.
Source:	Compiled from [straight citation].	You compiled information from multiple sources but did nothing else.
Source:	Casewriter, based on data from [straight citation].	You did more than compile information—you did some original work or calculations.
or...		
Source:	Compiled from [copyright holder] data and casewriter computations.	
Source:	Adapted by casewriter from [straight citation].	You changed original information enough so that it is not recognizable. The exhibit is mainly a reflection of your own work.
Source:	Casewriter.	You created the exhibit yourself. It reflects your totally original work.

Bibliographies

Bibliographies are not required in HBS cases. If you decide to include a bibliography, however, use the following guidelines:

A bibliography lists all of the references you used to create a document. The bibliography appears at the end of the case, after the endnotes, if any. The main characteristics of bibliographies are as follows:

- Entries have a special indentation style in which all lines but the first are indented.
- For each entry, the first author's name is inverted, last name first, and most elements are separated by periods.
- Bibliographic entries are arranged alphabetically by the author's last name, or by the first word of the title if no author is listed.
- Main elements are separated by periods, although in citations of periodicals, the title of the periodical, the issue information, and the page reference (if there is one) are treated as though they were a single element.[89]
- Page numbers are included only when the cited piece is part of the whole—for example, a chapter in a book or an article in a journal. When page references are given, they should be inclusive—that is, they should include the first and last pages of the item cited.[90]

The following is a sample bibliography entry:

Sahlman, William A. "How to Write a Great Business Plan." *Harvard Business Review* 75 (July–August 1997): 98–108.

RETURN TO TABLE OF CONTENTS

Creating New Citation Styles

Sometimes casewriters need to cite unusual materials for which there are no citation examples. If you cannot find an example of the type of material you want to cite, and if you have exhausted other resources including *The Chicago Manual of Style* or Caroline Roop (croop@hbs.edu) or Rosalyn Reiser (rreiser@hbs.edu) in Case Services, then try to cite all of the details that would help a reader find the source easily. For example:

Author, "Title," Publication Name, Publication Date, Publication Location and/or URL, and any other relevant details.

The following example shows a citation created by a casewriter who had no example to follow, but who created a citation that was precise and easy to follow:

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

When in doubt, ask yourself whether your citation includes enough information to help readers find the source material quickly.

RETURN TO TABLE OF CONTENTS

EXAMPLES OF CITATIONS

This section provides examples of citations for the most common kinds of source materials. For information about citing other kinds of materials, see *Creating New Citation Styles, p. 92.*

A few notes about the examples:

- The term *periodical* refers to journals and magazines.
- For brevity, access dates contain only the month and year (e.g., June 2003).
- Some examples show how to cite both printed and online versions of a source. For these examples, the term *online* is used to refer only to source materials that can be viewed on the Internet (as PDF or HTML documents, for example). If a Web site refers to a source document but does not allow readers to view the content online, then no example is shown because the printed example would suffice.
- Although Microsoft Word underlines URLs, the URLs in this guide are not underlined. This matches the standard style for URLs in printed publications and also prevents the URLs from becoming active links. For more information, see *URLs, p. 67,* in Chapter 1.
- The following examples appear in alphabetical order, with one exception: When examples are shown for both printed and online formats, the examples for printed format appear first.

ADVERTISEMENTS

Television[91]

Footnote

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

Bibliography

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

On the Web

Footnote

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

Bibliography

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

RETURN TO TABLE OF CONTENTS

ANALYST REPORTS

Signed

Footnote

[1]Steve Weinstein, "High growth in search creates opportunities for niche players," Pacific Crest Securities, November 4, 2003, p. 11, http://www.pacific-crest.com, accessed December 2003.

Bibliography

[1]Weinstein, Steve. "High growth in search creates opportunities for niche players." Pacific Crest Securities, November 4, 2003, p. 11. http://www.pacific-crest.com, accessed December 2003.

Unsigned

Footnote

[1]Goldman Sachs, *Perspectives on the U.S. Restaurant Industry*, May 26, 2003.

Bibliography

Goldman Sachs. *Perspectives on the U.S. Restaurant Industry*, May 26, 2003.

From a commercial database

Footnote

[1]Citigroup/Smith Barney, *Restaurants—Growth and Market Share Trends*, June 3, 2002, via Thomson Research/Investext, accessed September 2003.

ANNUAL REPORTS (PRINTED)

Printed

Footnote

[1]General Motors, 2001 Annual Report (Detroit: General Motors, 2002), p. 34.

Bibliography

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

RETURN TO TABLE OF CONTENTS

ANNUAL REPORTS (ONLINE)

On the Web (company Web page)

Footnote

[1]General Motors, 2001 Annual Report (Detroit: General Motors, 1998), p. 34, http://www.gm.com/company/investor_information/financial_data/ar.htm, accessed June 2002.

Bibliography

General Motors. 2001 Annual Report. Detroit: General Motors, 2002. http://www.gm.com/company/investor_information/financial_data/ar.htm, accessed June 2002.

On the Web (database)

Footnote

[1]General Motors, 2001 Annual Report (Detroit: General Motors, 2002), p. 34, via Thomson Research/Investext, accessed May 2003.

Bibliography

General Motors. 2001 Annual Report. Detroit: General Motors, 2002. Thomson Research/Investext, accessed May 2003.

CD-ROM (LaserD)

Footnote

[1]General Motors, 2001 Annual Report (Detroit: General Motors, 2002), p. 34, Thomson Financial, Global Access/Laser CD-ROM, disc no. A2015.

NOTE: Fixed media such as CD-ROMs do not require an access date.

Bibliography

General Motors. 2001 Annual Report. Detroit: General Motors, 2002. Thomson Financial, Global Access/Laser CD-ROM, disc no. A2015.

ARTICLES

See *Newspapers* and *Periodicals*.

RETURN TO TABLE OF CONTENTS

BLOGS

Blog entry or post

Footnote

[1]Robert Scoble, "A little more on Mark Jen's story," February 9, 2005, post on blog "Scobleizer," http://radio.weblogs.com/0001011/2005/02/09.html#a9381, accessed September 2005.

Bibliography

Scoble, Robert, "A little more on Mark Jen's story," February 9, 2005, post on blog "Scobleizer." http://radio.weblogs.com/0001011/2005/02/09.html#a9381, accessed September 2005.

BOND PROSPECTUSES

Footnote

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

Bibliography

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

BOOKS (PRINTED)

One author

Footnote

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

Bibliography

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

RETURN TO TABLE OF CONTENTS

BOOKS (PRINTED) CONT.

Two authors

Footnote

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

Bibliography

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

Three authors

Footnote

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

Bibliography

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

More than three authors

Footnote

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

Bibliography

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

Editor

Footnote

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

Bibliography

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

RETURN TO TABLE OF CONTENTS

BOOKS (PRINTED) CONT.

Multiple editors

Footnote

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

Bibliography

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

Corporate author (company or association)

Footnote

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

Bibliography

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

Edition

Footnote

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

Bibliography

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

Chapters or other titled parts of a book

Footnote

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

Bibliography

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

RETURN TO TABLE OF CONTENTS

BOOKS (ONLINE)

Book on the Web

Footnote

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

Bibliography

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

Book on CD-ROM

Footnote

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

Bibliography

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

BROCHURES

Signed

Footnote

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

Bibliography

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

Unsigned

Footnote

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

Bibliography

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

RETURN TO TABLE OF CONTENTS

BROCHURES CONT.

Footnote

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

Bibliography

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

Footnote

[1]*Altera Corporate Overview*, from company Web site, http://www.altera.com/corporate/overview/ovr-index.html, accessed October 2003.

Bibliography

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

CASES (PRINTED)

Printed

Footnote

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

Bibliography

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

RETURN TO TABLE OF CONTENTS

CASES (ONLINE)

NOTE: An *online case* is one that can be read on the Web (for example, as a PDF or HTML document). If a case appears in an online catalog but cannot be read in its entirety on the Web, then you should obtain a printed version of the case and cite that instead.

Most of the cases that can be ordered from the Harvard Business School Publishing Web site are in printed format. There are a few exceptions, however, so the following examples illustrate how to cite such cases.

On the Web

Footnote

[1]"A Guide to Submitting Course Materials," HBS No. 902-403 (Boston: Harvard Business School Publishing, 2001), p. 4, http://intranet.hbs.edu/dept/drfd/caseservicess/proc.pdf, accessed May 2007.

Bibliography

"A Guide to Submitting Course Materials." HBS No. 902-403. Boston: Harvard Business School Publishing, 2001. http://intranet.hbs.edu/dept/drfd/caseservices/proc.pdf, accessed May 2007.

CHARTS

NOTE: When citing a chart, figure, illustration, or other graphical item, use the same style that is used to cite tables. See *Tables, p. 115*.

CLASSROOM DISCUSSIONS

Live classes

Footnote

[1]Michael J. Roberts, "The Entrepreneurial Manager," MBA class discussion, September 29, 2001. Harvard Business School, Boston, MA.

Bibliography

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

RETURN TO TABLE OF CONTENTS

CONFERENCE PAPERS

Published

Footnote

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

Bibliography

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

Unpublished

Footnote

[1]Sarah Dodd, "Transnational Differences in Entrepreneurial Networks," paper presented at the Eighth Global Entrepreneurship Research Conference, INSEAD, Fontainebleau, France, June 1998.

Bibliography

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

DATABASES

For examples of how to cite information that appears in databases, see *Permissions and Sourcing for Baker Library Databases*, http://intranet.hbs.edu/dept/drfd/caseservices/Permissions-Sourcing_for_Baker_Library_Databases.pdf.

RETURN TO TABLE OF CONTENTS

(INTERNET) DISCUSSION LISTS

Footnote

[1]Robert Newkirk (newy@capecod.net), "Japanese-style Management," March 6, 1997, MBAs in Japan Forum List (MBAJF@camb1.Bitnet), accessed June 1997.

Bibliography

Newkirk, Robert (newy@capecod.net). "Japanese-style Management." March 6, 1997. MBAs in Japan Forum List (MBAJF@camb1.Bitnet), accessed June 1997.

E-MAIL

Footnote

[1]Michael C. Jensen, "Response to Questions about Paper," e-mail message to Sam Smith, May 24, 2001.

Bibliography

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

NOTE: *The Chicago Manual of Style* says the following about e-mail addresses in citations:

"An e-mail address belonging to an individual should be omitted. Should it be needed in a specific context, it must be cited only with the permission of its owner."[92]

RETURN TO TABLE OF CONTENTS

GOVERNMENT DOCUMENTS

Congressional bills[93]

Footnote

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

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

Congressional hearings (federal), unpublished[94]

Footnote

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

Bibliography

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

Congressional hearings (federal), published[95]

Footnote

[1]House Committee on Banking and Currency, *Bretton Woods Agreements Act: Hearings on H.R. 3314*, 79th Cong., 1st sess., 1945, 12–14.

NOTE: According to *The Chicago Manual of Style*, 15th ed., section 17.309, "[b]ills or resolutions originating in the House of Representatives are abbreviated HR or HR Res., and those originating in the Senate, S or S Res. (all in roman). The title of the bill is italicized; it is followed by the bill number, the congressional session, and (if available) publication details in the Congressional Record."

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

Footnote

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

Bibliography

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

RETURN TO TABLE OF CONTENTS

GOVERNMENT DOCUMENTS CONT.

Testimony before congressional committee

Footnote

[1]U.S. Senate Committee on Homeland Security and Governmental Affairs, Subcommittee on Oversight of the Federal Workforce, *Programs in Peril: An Overview of the GAO High-Risk List*, testimony of The Honorable David M. Walker, Comptroller General of the United States, February 17, 2005, http://hsgac.senate.gov/_files/walkerhighriskstatement21705.pdf, accessed October 2006.

For examples of how to cite other types of government documents, see *The Chicago Manual of Style*, 15th ed., or contact croop@hbs.edu or rreiser@hbs.edu in Case Services.

ILLUSTRATIONS

NOTE: When citing a chart, figure, illustration, or other graphical item, use the same style that is used to cite tables. See *Tables, p. 115*.

INTERVIEWS

Television[96]

Footnote

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

Bibliography

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

RETURN TO TABLE OF CONTENTS

INTERVIEWS CONT.

Published or recorded

Footnote

[1]Thomas R. Piper, *Leadership & Learning*, interview by JoAnn Olson, videocassette, directed by Wren Jareckie, Bennington Films, 1993.

Bibliography

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

Unpublished

Footnote

[1]Carl Sloane, interview by author, Cambridge, MA, July 4, 1998.

Bibliography

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

JOURNALS

See *Periodicals, pp. 111–112*.

LEGAL CASES

U.S. Supreme Court

Footnote

[1]*Old Chief v. U.S.,* 117 S. Ct., 644 (1997).[97]

Lower federal courts

Footnote

[1]*Eaton v. IBM Corp*., 925 F. Supp. 487 (S.D. Tex 1996).[98]

RETURN TO TABLE OF CONTENTS

LEGAL CASES CONT.

State and lower courts

Footnote

[1]*Vibens v. Mobley*, 724 So. 2d 458, 465 (Miss. Ct. App. 1998).[99]

For additional examples, see *The Chicago Manual of Style*, 15th ed. Also see *The Bluebook: A Uniform System of Citation*, 18th edition (Cambridge, MA: Harvard Law Review Association, 2005).

MAGAZINES

See *Periodicals, pp. 111–112*.

MAPS

Public domain maps

Footnote

[1]Courtesy of the University of Texas Libraries, The University of Texas at Austin. Perry Castaneda Library Map Collection, http://www.lib.utexas.edu/maps/, accessed May 2007.

Bibliography

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

Footnote

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

Bibliography

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

RETURN TO TABLE OF CONTENTS

MAPS CONT.

Copyrighted maps

Source line

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

Bibliography

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

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

MARKETING REPORTS

Footnote

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

Bibliography

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

MEMORANDA

Footnote

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

Bibliography

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

RETURN TO TABLE OF CONTENTS

MOVIES

Footnote

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

Bibliography

[1]*Jerry McGuire.* Directed by Cameron Crowe, 1996 (Columbia/TriStar Pictures).

NEWS WEB SITES

Footnote

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

[1]Kristina Cooke, "Stocks sink as bond yields soar," Reuters, June 7, 2007, http://www.reuters.com/article/businessNews/idUSN0747632120070607, accessed July 2007.

NOTE: Names of news Web sites should appear in roman (vs. italic) type.

NEWSPAPERS (PRINTED)

Signed newspaper article in a special section

Footnote

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

Bibliography

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

RETURN TO TABLE OF CONTENTS

NEWSPAPERS (PRINTED) CONT.

Unsigned newspaper article (with title)

Footnote

[1]"Raising Taxes on Private Equity," *New York Times*, June 26, 2007, p. E6.

Bibliography

New York Times, "Raising Taxes on Private Equity," June 26, 2007, p. E6.

Unsigned editorial (without title)

Footnote

[1]Editorial, *Wall Street Journal*, August 28, 1997, p. A19.

Bibliography

Wall Street Journal. August 28, 1997. Editorial concerning interest rates.

NEWSPAPERS (ONLINE)

Article from online newspaper

Footnote

[1]Kenneth L. Gilpin, "Stocks Soar Amid a Broad Rally on Wall Street," *New York Times on the Web*, July 29, 2002, http://www.nytimes.com/2002/07/29/business/29CND-STOX.html, accessed July 2002.

Bibliography

Gilpin, Kenneth L. "Stocks Soar Amid a Broad Rally on Wall Street." *New York Times on the Web*, July 29, 2002. http://www.nytimes.com/2002/07/29/business/29CND-STOX.html, accessed July 2002.

NOTES

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

See also *Teaching Notes, p. 116*.

RETURN TO TABLE OF CONTENTS

PERIODICALS (PRINTED)

Signed articles

Footnote

[1]Paul A. Gompers, "The Rise of Venture Capital," *Business and Economic History* 23 (Winter 1994): 12.

Bibliography

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

Signed articles

Footnote

[1]Steven Levy, "The Connected Company," *Newsweek*, April 28, 2003, pp. 48–52.

Bibliography

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

NOTE: When article titles appear in reference lists, they are capitalized in sentence style and do not take quotation marks.

Gompers, Paul A. The rise of venture capital. *Business and Economic History* 23: 1–24.

Unsigned articles

Footnote

[1]"Leading Ferociously," a conversation with Daniel Goldin, *Harvard Business Review* 80, no. 5 (May 2002): 22–25.

Bibliography

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

Footnote

[1]"Choosing the Right Nursing Home," *Family Health* 10, (September 1978): 8.

Bibliography

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

RETURN TO TABLE OF CONTENTS

PERIODICALS (ONLINE)

Article from online journal

Footnote

[1]Mark T. Leary and Michael R. Roberts, "Do Firms Rebalance Their Capital Structures?" June 7, 2004. 14th Annual Utah Winter Finance Conference; Tuck Contemporary Corporate Finance Issues III Conference Paper, available at SSRN, http://ssrn.com/abstract=571002, accessed October 2005.

Article from online magazine

Footnote

[1]Richard Tomlinson, "The World's Most Popular Sport Is a Mess of a Business," *Fortune*, May 27, 2002, http://www.fortune.com/indexw.jhtml?channel=208013, accessed June 2002.

Bibliography

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

PRESS RELEASES

Printed

Footnote

[1]"Sun Charts Strategy for Services to Deliver High-Value Network Computing Environments," Sun Microsystems press release (Santa Clara, CA, December 3, 2002).

Bibliography

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

On the Web

Footnote

[1]Office of the U.S. Trade Representative, "US Submits Revised Services offer to the WTO," press release, May 31, 2005, http://www.ustr.gov/Document_Library/Press_Releases/2005/May/US_Submits_Revised_Services_offer_to_the_WTO.html, accessed January 2007.

RETURN TO TABLE OF CONTENTS

PRESS RELEASES CONT.

On the Web (cont.)

Bibliography

Office of the Office of the U.S. Trade Representative, "US Submits Revised Services offer to the WTO," press release, May 31, 2005, http://www.ustr.gov/Document_Library/Press_Releases/2005/May/US_Submits_Revised_Services_offer_to_the_WTO.html, accessed January 2007.

PROCEEDINGS

See *Conference Papers, p. 102*.

SEC DOCUMENTS (PRINTED)

Printed

Footnote

[1]General Motors, March 31, 2001 10-Q (Detroit: General Motors, 2001), p. 34.

Bibliography

General Motors. March 31, 2001 10-Q. Detroit: General Motors, 2001.

SEC DOCUMENTS (ONLINE)

On the Web (company Web page)

Footnote

[1]General Motors, March 31, 2001 10-Q (Detroit: General Motors, 2001), p. 14, http://www.gm.com/company/investor/information/financial_data/earnings/pdf/Q101_10q.pdf, accessed June 2002.

Bibliography

General Motors. March 31, 2001 10-Q. Detroit: General Motors, 2001. http://www.gm.com/company/investor/information/financial_data/earnings/pdf/Q101_10q.pdf., accessed June 2002.

RETURN TO TABLE OF CONTENTS

SEC DOCUMENTS (ONLINE) CONT.

On the Web (database)

Footnote

[1]General Motors, March 31, 2001 10-Q (Detroit: General Motors, 2001), p. 14, via Thomson Research, accessed June 2003.

Bibliography

General Motors. March 31, 2001 10-Q. Detroit: General Motors, 1998. Thomson Research, accessed June 2003.

CD-ROM (LaserD)

Footnote

[1]General Motors, March 31, 1999 10-Q (Detroit: General Motors, 1998), p. 34, Thomson Financial, Global Access/Laser CD-ROM, disc no. A1938.

Bibliography

General Motors. March 31, 1999 10-Q. Detroit: General Motors, 1998. Thomson Financial, Global Access/Laser CD-ROM, disc no. A1938.

SECONDARY SOURCES

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

Footnote

[1]Louis Zukofsky, "Sincerity and Objectification" *Poetry* 37 (February 1931): 269, quoted in Bonnie Costello, *Marianne Moore: Imaginary Possessions* (Cambridge, MA: Harvard University Press, 1981), p. 78.[100]

Bibliography

[1]Zukofsky, Louis. "Sincerity and Objectification." *Poetry* 37 (February 1931): 269. Quoted in Bonnie Costello, *Marianne Moore: Imaginary Possessions* (Cambridge, MA: Harvard University Press, 1981), p. 78.[101]

RETURN TO TABLE OF CONTENTS

SLIDE PRESENTATIONS

Presentations

Footnote

[1]Linda K. Olsen, "Permissions and Copyright Issues for Cases," PowerPoint presentation, July 24, 2002. Harvard Business School, Boston, MA.

Bibliography

Olsen, Linda K. "Permissions and Copyright Issues for Cases." PowerPoint presentation, July 24, 2002. Harvard Business School, Boston, MA.

TABLES

Data from tables

Source line

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

Bibliography

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

Data from text for your chart

Source line

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

Bibliography

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

Entire tables (and other graphical items)

Source line

Source: Richard Sobel, *Public Opinion in U.S. Foreign Policy: The Controversy over Contra Aid* (Boston: Rowman and Littlefield, 1993), p. 87, Table 5.3.[102]

Bibliography

Sobel, Richard, *Public Opinion in U.S. Foreign Policy: The Controversy over Contra Aid* (Boston: Rowman and Littlefield, 1993), Table 5.3.

RETURN TO TABLE OF CONTENTS

TABLES CONT.

Source line

Source: Michael E. Porter, *Competitive Strategy* (New York: The Free Press, 1998), p. 73, Figure 3-4.

Bibliography

Porter, Michael E. *Competitive Strategy* (New York: The Free Press, 1998), p. 73, Figure 3-4.

TEACHING NOTES

When citing an HBS teaching note, follow the style that is used for cases.

TECHNICAL NOTES

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

TELEVISION PROGRAMS

Footnote

[1]PBS, *Frontline*, "Blackout: Interview with Bill Richardson," April 10, 2001, http://www.pbs.org/wgbh/pages/frontline/shows/blackout/interviews/richardson.html, accessed June 2007.

Bibliography

PBS, *Frontline*. "Blackout: Interview with Bill Richardson." April 10, 2001. http://www.pbs.org/wgbh/pages/frontline/shows/blackout/interviews/richardson.html, accessed June 2007.

RETURN TO TABLE OF CONTENTS

THESES AND DISSERTATIONS

Footnote[103]

[1]Andrew J. King, "Law and Land Use in Chicago: A Pre-history of Modern Zoning" (PhD diss., University of Wisconsin, 1976), pp. 32–37.

Bibliography

King, Andrew J. "Law and Land Use in Chicago: A Pre-history of Modern Zoning." PhD diss., University of Wisconsin, 1976.

VIDEOS AND MULTIMEDIA

Commercial video

Footnote

[1]Sonny Archuleta, as quoted in *Fire on the Mountain*, A&E History Channel video, 2001.

Bibliography

Fire on the Mountain. A&E History Channel video, 2001.

HBS video

Footnote

[1]Monica Higgins, "Building Career Foundations," HBS Video No. 403-101, Harvard Business School Publishing, Boston, MA, January 2003.

Bibliography

Higgins, Monica. "Building Career Foundations." HBS Video No. 403-101. Harvard Business School Publishing. January 2005.

HBS video (on the Web)

Footnote

[1]Monica Higgins, "Building Career Foundations," HBS Video No. 403-101, Harvard Business School Publishing, Boston, MA, April 2003. http://courseware.hbs.edu/cases/rodakis, accessed March 2005.

Bibliography

Higgins, Monica. "Building Career Foundations." HBS Video No. 403-101. Harvard Business School Publishing. April 2003. http://courseware.hbs.edu/cases/rodakis, accessed March 2005.

RETURN TO TABLE OF CONTENTS

VIDEOS AND MULTIMEDIA CONT.

HBS video (special event)

Footnote

[1]Kevin Sharer, "Kevin Sharer on Leadership," lecture given on October 18, 2001, at Harvard Business School, Boston, MA. From HBS Video Showcase Event Archives, 2001–2002, http://video.hbs.edu/events/archives.xml, accessed August 2002.

Bibliography

Sharer, Kevin. "Kevin Sharer on Leadership." Lecture given on October 18, 2001, at Harvard Business School, Boston, MA. From HBS Video Showcase Event Archives, 2001–2002. http://video.hbs.edu/events/archives.xml, accessed August 2002.

WEB SITES

Company Web site

Footnote

[1]Walt Disney Company, "Disney's Investors Relations—FAQs," Walt Disney Company Web site, http://disney.go.com/corporate/investors/shareholder/faq.html, accessed June 1999.

Bibliography

Walt Disney Company. "Disney's Investors Relations—FAQs." Walt Disney Company Web site. http://disney.go.com/corporate/investors/shareholder/faq.html, accessed June 1999.

Personal Web site

Footnote

[1]Jonathan G. Harris, "The Return of the Witch Hunts," Witchhunt Information page, April 19, 1997, http://www.geocities.com/igharris7/witchhunt.html, accessed November 1997.

Bibliography

Harris, Jonathan G. "The Return of the Witch Hunts." Witchhunt Information page, April 19, 1997. http://www.geocities.com/igharris7/witchhunt.html, accessed November 1997.

RETURN TO TABLE OF CONTENTS

WEBLOGS

See *Blogs, p. 96*.

WEBCASTS

Printed

Footnote

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

Bibliography

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

WORKING PAPERS (PRINTED)

Printed

Footnote

[1]Ashish Nanda, "Implementing Organizational Change," HBS Working Paper No. 96-034, 1996, p. 4.

Bibliography

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

RETURN TO TABLE OF CONTENTS

WORKING PAPERS (ONLINE)

On the Web

Footnote

[1]Josh Lerner, "150 Years of Patent Protection," HBS Working Paper No. 00-040, 1999, http://www.hbs.edu/drfd/abstracts/9900/00-040.html, accessed May 2001.

Bibliography

Lerner, Josh. "150 Years of Patent Protection," HBS Working Paper No. 00-040, 1999. http://www.hbs.edu/drfd/abstracts/9900/00-040.html, accessed May 2001.

RETURN TO TABLE OF CONTENTS

Appendix A

PREPOSITIONAL IDIOMS

The following list shows the prepositions to use with common verbs, nouns, and adjectives. The correct preposition is a matter of idiom, not of grammatical rule.

accompanied *by* (a person is)
accompanied *with* (a remark is, advice is)
acquiesce *in*
acquiesce *to*
adhere *to*
agree *in* (principle)
agree *on* (a plan)
agree *to* (a proposal)
agree *with* (a person, facts)
aim *at* (not *for*) (a goal)
angry *at* (a thing)
angry *with* (a person)
careful *of* (one's money or reputation)
careful *with* (a fragile object)
cause *for* (reason for; that's cause for celebration)
cause *of* (produces the result of)
communicate (ideas) *to* (a person)
communicate *with* (a person)
comply *with*
concur *in* (an opinion or action)
concur *with* (a person)
consist *in* (doing something)
consist *of* (*made up of*, as in materials, physical elements)
contrast (n) *between* (persons or things)
contrast (n) *to* (*in contrast to*)
contrast (v) *with* (a person or thing with another person or thing)
correspond *to* (agree, match)
correspond *with* (write letters)
depend *on*
differ *with* (she differs with him on that matter)
different *from* (this is different from that)
different *than* (he looks different than he did 10 years ago)
disappointed *in* (a person, result)
disappointed *with* (a thing)
displeased *at* (a thing)
displeased *with* (a person)
free *from*
identical *to* (equal to)
in contrast with (place *this* in contrast with that)
incorporate *into* (doctrines into teaching)
interfere *in* (a process)
interfere *with* (a person)
involved *in*
protest *against* (not *at*)
regard (in regard to, with regard to; not with regards to)
right *of* (takes a noun)
right *to* (takes a verb)
substitute (a thing)
tendency *to* (not *for*)
vary from (not with; but size varies with temperature)
view *of* (*in view of* = taking into account)
view *to* (*with a view toward* = in order to, in order to be able to)
view *of* (in view of)

RETURN TO TABLE OF CONTENTS

Appendix B

COMPOUND WORDS

The following list shows the suggested spelling and hyphenation of certain compound words. For the spelling of other compounds, consult the *Merriam-Webster's New Collegiate Dictionary* (also available at www.m-w.com). For general guidelines about compound words, see *The Chicago Manual of Style*, 15th ed., section 7.82.

airline
all right (is preferable to *alright*)
Anglo-American
antitrust
anti-imperial
best-seller
bimonthly
biweekly
blueprint
boardroom
bona fide
bondholder
build up (v), buildup (n)
businesslike
businessperson
bylaw
byline
bypass
by-product
cannot
carload
casebook
casewriter
coauthor
co-location
common sense (n), commonsense (adj)
coworker
crosscut
cross-reference (n & v)
cross section (n), cross-section (v)
cross-sectional (adj)
customhouse
cutthroat
data (plural n, but can be singular or plural in construction)
decision making (n), decision-making (adj)
dot-com
double-entry (adj)
dyestuff
e-commerce
e-mail (n, adj, or v), E-mail (at beginning of sentence)
electromagnet
end user
everyday (adj)
ex officio
far-flung
far-reaching
first-rate (adj)
follow up (v), follow-up (n & adj)
full-time (adj & adv)
goodwill
handheld (n or adj)
headquarters
health care (n), health-care (adj)
horsepower
hydroelectric
ill will
inasmuch as
insofar as
interstate
intramural
kilowatt-hour
large-scale (adj)
lay off (v), layoff (n)
lay out (v), layout (n)
lay over (v), layover (n)
left-hand (adj)
life cycle (n)
life span
lifestyle (n)
long-term (adj)
m-commerce
mail-order (adj)
make up (v), makeup (n & adj)
person-hours, -years, -weeks
mark down (v), markdown (n)
mark up (v), markup (n)
marketplace
market share
midyear (n or adj)
nationwide
no-par
nonetheless
nonresident
non-American, non-Asian, etc.
nonunion
on hand (adj)
ongoing
online (adj or adv)
on-site (adj or adv)
overall (adj)
overdraw (v)
overdrawn (adj)
overload
peacetime
per capita
percent
piece rate (n)
piecework
policyholder
policymaker
postcard
postmark
post office (n)
postwar
preadmission

RETURN TO TABLE OF CONTENTS

predominant
preeminent
preemployment
prejudge
present-day (adj)
prewar (adj)
price-cutter (n)
price-cutting (n or adj)
pro forma (adj)
pro rata (adj or adv)
ready-made (adj)
recreation (n) (We had plenty of time for recreation.)
re-creation (n) (They saw an accurate re-creation of an ancient Roman festival.)
reengineer (v)
reengineering (n)
right-hand (adj)
rollup (n)
sales force
salesman
sales manager
salesperson
saleswoman
screen shot
secondhand
setup (n)
set up (v)
short-term (adj)
so-called
spin off (v), spin-off (n)
spin out (v), spinout (n)
start-up (n or adj)
stockroom
storewide (adj)
straightforward
take over (v),
takeover (n and adj)
time study
trademark
trade name
trade-off (n)
turn over (v),
turnover (n)
twofold
under (used as prefix; no hyphen, even if it looks odd)
user-friendly
voice mail
Web browser
Web-enabled
Web hosting
Web page
Web server
Web site
well-known (adj)
widespread
workflow
workforce
workplace
workweek
worldwide
year-end (n or adj)

RETURN TO TABLE OF CONTENTS

Appendix C

ABBREVIATIONS FOR NAMES OF U.S. STATES

The following table shows the two-letter abbreviations for the names of U.S. states.

Alabama	AL
Alaska	AK
Arizona	AZ
Arkansas	AR
California	CA
Colorado	CO
Connecticut	CT
Delaware	DE
D.C.	DC
Florida	FL
Georgia	GA
Hawaii	HI
Idaho	ID
Illinois	IL
Indiana	IN
Iowa	IA
Kansas	KS
Kentucky	KY
Louisiana	LA
Maine	ME
Maryland	MD
Massachusetts	MA
Michigan	MI
Minnesota	MN
Mississippi	MS
Missouri	MO
Montana	MT

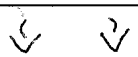
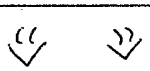
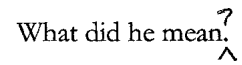
Nebraska	NE
Nevada	NV
New Hampshire	NH
New Jersey	NJ
New Mexico	NM
New York	NY
North Carolina	NC
North Dakota	ND
Ohio	OH
Oklahoma	OK
Oregon	OR
Pennsylvania	PA
Rhode Island	RI
South Carolina	SC
South Dakota	SD
Tennessee	TN
Texas	TX
Utah	UT
Vermont	VT
Virginia	VA
Washington	WA
West Virginia	WV
Wisconsin	WI
Wyoming	WY

RETURN TO TABLE OF CONTENTS

Appendix D

COPYEDITING MARKS

The following table shows the marks that HBS editors use when editing cases.

Mark	Meaning
	Insert
	Delete
	Close up
	Delete and close up
	Insert space
	Insert apostrophe or single quotation mark
	Insert double quotation marks
	Insert period
	Insert comma
	Insert colon
	Insert semicolon
	Insert question mark
	Insert hyphen
	Insert en dash
	Insert em dash

RETURN TO TABLE OF CONTENTS

Mark	Meaning
(word)	Insert parentheses
[word]	Insert brackets
2	Make superscript
4	Make subscript
ital word	Set in italic type
not ital *word*	Remove italics
bf word	Set in boldface type
not bf **word**	Remove boldface
lc A	Set in lowercase letters
lc CASE	Set line of caps in lowercase
caps internet	Set in capital letters
sm caps REV:	Set in small capitals
wf case	Wrong font; set in correct font
stet words	Let it stand (ignore edit)
case	Remove underlining
¶	Begin new paragraph
Run in	Run in with text (vs. block format)
tr CAHS	Transpose
sp 9	Spell out

RETURN TO TABLE OF CONTENTS

Mark	Meaning
	Move right
	Move left
	Center
	Move up
	Move down

RETURN TO TABLE OF CONTENTS

BIBLIOGRAPHY

HBS Documents

The HBS case template: http://intranet.hbs.edu/tss/download.html.

"Formatting HBS Cases: User's Guide." HBS No. 999-971. Boston: Harvard Business School Publishing, 2001. http://intranet.hbs.edu/tss/download/hbscase/userguide.pdf.

"HBS Sample Case–MS Word." HBS No. 999-972. Boston: Harvard Business School Publishing, 2001. http://intranet.hbs.edu/tss/download/samplecase.pdf.

"A Guide to Submitting Course Materials." HBS No. 904-401. Boston: Harvard Business School Publishing, 2005. http://intranet.hbs.edu/dept/drfd/caseservices/guide.html.

Roberts, Michael J. "Developing a Teaching Case." HBS No. 900-001. Boston: Harvard Business School Publishing, 2006.

Books

Burchfield, R.W. *The New Fowler's Modern English Usage*. Revised 3rd ed. New York: Oxford University Press, Inc., 2000.

Garner, Bryan A. *A Dictionary of Modern American Usage*. New York: Oxford University Press, Inc., 1998.

Gibaldi, Joseph. *MLA Style Manual and Guide to Scholarly Publishing*. 2nd ed. New York: The Modern Language Association of America, 1998.

Hodges, John C. et al. *Harbrace College Handbook*. Revised 12th ed. Harcourt Brace & Co., 1994.

Kessler, Lauren, and Duncan McDonald. *When Words Collide: A Media Writer's Guide to Grammar and Style*, 5th ed. Wadsworth/Thomson Learning: 2000.

Martin, Paul R. *The Wall Street Journal Guide to Business Style and Usage*. New York: Simon and Schuster, 2002.

Microsoft Corporation. *The Microsoft Manual of Style*. 2nd ed. Redmond, WA: Microsoft Press, 1998.

Strunk, William, Jr., and E.B. White. *The Elements of Style*, 4th ed. Needham Heights, MA: Allyn & Bacon, 2000.

University of Chicago Press. *The Chicago Manual of Style*. 15th ed. Chicago: The University of Chicago Press, 2003.

University of Chicago Press. *The Chicago Manual of Style*. 14th ed. Chicago: The University of Chicago Press, 1993

RETURN TO TABLE OF CONTENTS

Online Publications

Harnock, Andrew, and Eugene Kleppinger. "Using Chicago Style to Cite and Document Sources." In *Online! A reference guide to using Internet sources*. Bedford/St. Martin's, 2003. http://www.bedfordstmartins.com/online/cite7.html, accessed June 12, 2007.

The Chicago Manual of Style Q&A. "Chicago-style Citation Quick Guide." The University of Chicago, 2006. http://www.chicagomanualofstyle.org/home.html, accessed June 12, 2007.

RETURN TO TABLE OF CONTENTS

ENDNOTES

[1] Microsoft Corporation. *The Microsoft Manual of Style*, 2nd ed. (Redmond, WA: Microsoft Press, 1998), p. 1.

[2] University of Chicago Press. *The Chicago Manual of Style*, 15th ed. (Chicago: The University of Chicago Press, 2003), section 15.21.

[3] Lauren Kessler and Duncan McDonald, *When Words Collide: A Media Writer's Guide to Grammar and Style*, 5th ed. (Wadsworth/Thomson Learning: 2000), pp. 90–93.

[4] Paul R. Martin, *The Wall Street Journal Guide to Business Style and Usage* (New York: Simon and Schuster, 2002), p. 23.

[5] Bryan A. Garner, *A Dictionary of Modern American Usage* (New York: Oxford University Press, Inc., 1998), p. 725.

[6] Martin, p. 23.

[7] University of Chicago Press. *The Chicago Manual of Style*, 14th ed. (Chicago: The University of Chicago Press, 1993), section 5.128.

[8] Ibid., sections 7.126, 7.127, and 7.131.

[9] John C. Hodges et al., *Harbrace College Handbook*, revised 12th ed. (Harcourt Brace & Co., 1994), p. 108.

[10] Ibid., p. 21.

[11] Kessler and McDonald, p. 155.

[12] Hodges, p. 168 (section 17d).

[13] Garner, p. 536.

[14] Ibid., p. 537.

[15] *The Chicago Manual of Style*, 14th ed., sections 5.103 and 5.104.

[16] R. W. Burchfield, *The New Fowler's Modern English Usage,* revised 3rd ed. (New York: Oxford University Press, Inc., 2000), p. 159.

[17] Ibid.

[18] Hodges, p. 168 (section 17d).

[19] Ibid.

[20] *The Chicago Manual of Style*, 14th ed., section 5.104.

[21] Ibid., section 5.69.

[22] Ibid., sections 14.12, 14.13, and 15.162.

[23] Marjorie E. Skillin, Robert M. Gay, et al., *Words into Type*, 3rd ed. (Englewood Cliffs, NJ: Prentice-Hall, 1974), p. 366.

[24] Garner, p. 170.

[25] Strunk and White, *The Elements of Style*, 3rd ed. (New York: Macmillan Publishing, Inc., 2000), p. 43.

[26] Ibid., section 8.24.

[27] *The Microsoft Manual of Style*, p. 78.

[28] Kessler and McDonald, p. 198.

[29] *The Chicago Manual of Style*, 15th ed. (Chicago: The University of Chicago Press, 2003), sections 8.49–8.50.

[30] Garner, p. 668.

[31] *The Chicago Manual of Style*, 14th ed., sections 10.48–10.61.

[32] Hodges, p. 283 (section 30b).

[33] *The Chicago Manual of Style*, 14th ed., section 5.106.

[34] Ibid., section 8.75.

[35] Ibid., section 8.78.

[36] Garner, p. 303.

RETURN TO TABLE OF CONTENTS

[37] William Strunk, Jr., and E. B. White, *The Elements of Style*, 4th ed. (Needham Heights, MA: Allyn & Bacon, 2000), p. 46.

[38] Martin, p. 92.

[39] *The Chicago Manual of Style*, 15th ed., section 7.51.

[40] Ibid., section 7.52.

[41] *The Chicago Manual of Style*, 14th ed., section 6.33.

[42] *The Chicago Manual of Style*, 15th ed., section 7.52.

[43] Kessler and McDonald, p. 140.

[44] *The Chicago Manual of Style*, 15th ed., section 5.173.

[45] Garner, p. 496.

[46] Burchfield, p. 750.

[47] *The Chicago Manual of Style*, 15th ed., section 6.127.

[48] Ibid., section 6.127.

[49] Ibid., section 6.129.

[50] *The Microsoft Manual of Style*, p. 158.

[51] *Chicago Manual of Style*, 15th ed., section 8.178.

[52] Ibid., section 8.180.

[53] Martin, p. 171.

[54] Ibid.

[55] Kessler and McDonald, p. 145.

[56] Ibid.

[57] Strunk and White, p. 26 (chapter 1, section 19).

[58] *The Chicago Manual of Style*, 15th ed., section 6.122.

[59] John C. Hodges et al., *Harbrace College Handbook*, revised 12th ed (Harcourt Brace & Co., 1994).

[60] *The Chicago Manual of Style*, 15th ed., sections 7.63 and 7.65.

[61] Bryan A. Garner, *A Dictionary of Modern American Usage* (New York: Oxford University Press, Inc., 1998).

[62] Strunk and White, p. 1.

[63] Ibid.

[64] Ibid.

[65] *The Chicago Manual of Style*, 14th ed., section 10.7.

[66] Ibid., section 5.71.

[67] Ibid., section 10.13.

[68] Ibid., section 5.12.

[69] Ibid., section 7.139.

[70] Ibid., section 10.4.

[71] *A Manual of Style: for Authors, Editors, and Copywriters*, 12th ed. (University of Chicago Press, 1969), section 5.62.

[72] Garner, p. 659.

[73] *The Chicago Manual of* Style, 14th ed., section 10.66.

[74] Kessler and McDonald, p. 8.

[75] Strunk and White, p. 59.

[76] *The Microsoft Manual of Style*, p. 285.

[77] Strunk and White, p. 23 (chapter 1, section 17).

RETURN TO TABLE OF CONTENTS

[78] Michael J. Roberts, "Developing a Teaching Case," HBS No. 900-001 (Boston: Harvard Business School Publishing, 1999), p. 9.

[79] Strunk and White, p. 23 (chapter 1, section 17).

[80] *The Chicago Manual of Style*, 14th ed., section 12.42.

[81] Ibid., section 12.42.

[82] Ibid., section 15.88.

[83] Ibid., section 15.8.

[84] *The Chicago Manual of Style*, 15th ed., section 17.47.

[85] Ibid., section 17.237.

[86] Ibid., section 17.192.

[87] *The Chicago Manual of Style*, 14th ed., section 15.158.

[88] Gordon Harvey, "Citing Sources," in *Writing with Sources: A Guide for Harvard Student*s, Expository Writing Program, Harvard University, 1995, http://www.fas.harvard.edu/~expos/sources/chap2.html#2.2, section 2.2(b), accessed September 2004.

[89] *The Chicago Manual of Style*, 14th ed., section 15.205.

[90] Ibid., section 15.185.

[91] *The Chicago Manual of Style* FAQ, section about "Documentation"(University of Chicago, June 20, 2002), http://www.press.uchicago.edu/Misc/Chicago/cmosfaq, accessed August 2002.

[92] *The Chicago Manual of Style*, 15th ed., section 17.208.

[93] Ibid., 15th ed., section 17.309.

[94] Ibid., 15th ed., section 17.307.

[95] Ibid., 15th ed., section 17.307.

[96] *The Chicago Manual of Style*, 14th ed. (Chicago: University of Chicago Press, 1993), section 15.264.

[97] *The Chicago Manual of Style*, 15th ed. (Chicago: University of Chicago Press, 2003), section 17.284.

[98] Ibid., section 17.285.

[99] Ibid., section 17.286.

[100] Ibid., section 17.274.

[101] Ibid.

[102] *The Chicago Manual of Style*, 15th ed., section 17.141.

[103] *The Chicago Manual of Style*, 14th ed., section 15.271.

Note: Although endnotes typically appear before bibliographies, these items are reversed in this guide.

RETURN TO TABLE OF CONTENTS

INDEX

RETURN TO TABLE OF CONTENTS

D

E

RETURN TO TABLE OF CONTENTS

F

G

H

I

RETURN TO TABLE OF CONTENTS

RETURN TO TABLE OF CONTENTS

Q

R

S

T

RETURN TO TABLE OF CONTENTS

U

V

W

Y

RETURN TO TABLE OF CONTENTS