

## BEFORE START

To ensure publications of high quality and in line with international standards, the Editorial Board of Management has adopted specific rules regarding authorship and COI, ethics and article development guidelines. These are described in detail in the journal's policy. Key points are included in the instructions for authors (how to submit).

By submitting an article, authors confirm their agreement to abide by them.

Therefore, we encourage authors to read them before submitting their articles.

After article submission: if there are any questions about the status of the article pending a decision on acceptance for publication, please contact the Editor via the electronic system.

## PREPARATION OF THE PUBLICATION

Authors are kindly requested to follow the recommendations given:

### A. Manuscript Types

1. **Research articles.** These include original research results in the fields of management and quality sciences and economics and finance. Articles should be preceded by a thorough review of source materials, on the basis of which the research gap is distinguished. Its filling is carried out on the basis of the empirical analyses carried out. A scientific article consists of an introduction, literature review, research methodology, presentation of results, discussion and conclusion.
2. **Review articles.** They summarize the current state of knowledge in the fields of management and quality sciences and economics and finance. They report on leading authors in a particular field of knowledge, important discoveries, significant research gaps, current discussions or directions for new research. There are two types of review articles:
  - systematic review of the literature - they answer a specific research question, can be based on meta-analysis.
  - narrative reviews - they are not as structured as systematic review articles. They tend to be qualitative in nature, and authors should clearly indicate the sources of data, key words, the time frame of the analyses conducted and the types of studies to which they are limited.
3. **Methodology articles** - cover by their subject matter the various methodological approaches used in management and quality sciences and economics and finance. They indicate by overview what research methods can be used in the mentioned scientific disciplines. They encourage innovative approaches in research and facilitate the transfer of research methods between different areas of knowledge.

## **B. Structure of the article**

### **Abstract**

Provides a description of the content of the article. Indicates the issue analyzed, the research problem, the purpose of the research, the methods used, the main results and the conclusions formulated.

The abstract is in a structured form and includes the following points:

- Research background and purpose
- Design/methodology/approach
- Findings
- Value added and limitations

*The volume of the abstract is max. 300 words.*

### **Keywords**

Words relating to the article, expressing its essence. They make it possible to categorize the content of the article and thus help interested people to search for it.

*Maximum number of 5 words.*

### **JEL Classification**

Journal of Economic Literature Code Classification is a subject classification developed by the Journal of Economic Literature. It is mainly used to classify scientific articles.

Available at: <https://www.aeaweb.org/jel/guide/jel.php>

### **Introduction**

You should be precise about the area of focus so that readers can properly orient themselves before diving into your paper. State the aim of the work or hypothesis. Cite current and relevant literature. Avoid copying text from other articles. Show the research gap. Present a research problem.

### **Methods**

Describe the research method used. Please explain how you did it and justify the method you used. Explain to readers how the results were analyzed. Include all the variables, assumptions you made in the study.

### **Results**

List the results of your research in a logical order. Do not interpret the results here. Your observations should relate to the goal, hypothesis, topic of the article. Use the past tense to describe.

### **Discussion**

Analyze and interpret the obtained results. Explain the meaning of these results. Lead the

discussion from the general to the specific. Compare the obtained results with the results of similar studies (if any).

### Conclusions

Make a summary of the main points of the article. Explain in a simple and concise way the main ideas and arguments presented in the article. Try to avoid introducing new ideas. Explain the meaning of the article.

### References

### Acknowledgment

It is possible to include a thank you note or to specify the source of funding for the article. While to ensure anonymity in the review, this information is included when the finished article is being prepared for publication.

Typical manuscript structures:

	Science article	Review article	Methodology article
Abstract	+	+	+
Keywords	+	+	+
JEL Classification	+	+	+
Introduction	+	+	+
Methods	+	+/-	methodology section
Results	+	+/-	discuss your analysis
Discussion	+	+	discuss sampling process
Conclusions	+	+	address research limitations
Concluding summary	-	-	+

"+" - required, "+/-" - optional, "-" - not required.

## C. Format

Select the A4 page size by accepting the following margins:

- left and right – 2.5 cm,
- upper – 3 cm,
- bottom – 5 cm.

Standard research papers of 5000-7000 words in length, with tables, illustrations and references.

The text of the article should be written in the Microsoft Word text editor: Book Antiqua 10 pts., justified.

Title of the article: Arial 11 pts, bold, do not write in capital letters.  
Title of chapters and sub-chapters: Book Antiqua 10 points, bold.  
Abstract, keywords and JEL classification: Book Antiqua 10 points, justified.  
References: Book Antiqua, 9 points, justified.

Spacing between single lines.  
Do not use headers or footers.  
Do not use tabs.  
Do not use indents for paragraphs.  
Paragraphs should be divided by intersection using the Enter key.  
Do not use the spacebar for indents and paragraphs.  
The titles of chapters and sub-chapters must be numbered consecutively.

When starting the list, please use the bullet (according to the formula below):

- justified text, type and size of Book Antiqua, 10 points,
- please pay attention to the correctness of the punctuation used,
- single spacing.

**Footnotes** should be used only when absolutely necessary. They should be numbered consecutively in the text.

### **Table, chart and figure**

Every table, chart and figure must have a heading and caption indicating the source of the content

Name of table, drawing or charts: Book Antiqua 9 pts., bolded, centered.

Text in the table: 8 pts., first column align to the left, the rest centered and the text of the table headings bolded.

Signature under the drawing or table: Arial 9 points, no italics, centered.

Apply drawings made in Word or CorelDraw or Adobe Illustrator (grouped objects).

Attach charts and diagrams from Excel.

Prepare scans of photographs in 300 dpi resolution.

Tables and drawings must be in the 125mm/160mm column format.

Write the text of the table with single spacing between lines.

Please attach drawings, diagrams also separately in the submission system as .jpg, .png or .eps files.

## EXAMPLES:

Table 1. Write the title of the table here

PKD Symbol	Number of firms	Industry share in a given group(%)	Industry share in both groups (%)
33 Manufacture of instruments and appliances for measuring, testing and navigation; watches and clocks	187	50.00	13.80
24,4 Manufacture of basic pharmaceutical products and pharmaceutical preparations	60	18.72	5.17
32 Manufacture of communication equipment	70	16.04	4.43
30 Manufacture of computers and peripheral equipment	52	13.90	3.84
35,3 Manufacture of air and spacecraft and related machinery	5	1.34	0.37
<b>Total high technology</b>	<b>374</b>	<b>100</b>	<b>27.60</b>

Source: Kowalski 1998, p. 37

Please note that in English the numbers are separated from their tenths by the "dot" (see Table 1).



Figure 1. Write the title of the drawing here

Source: own study

## References

The journal uses citation and bibliography according to APA.

Positions should be sorted in alphabetical order. The works of the same author should be given in the alphabetical order of the titles of the works.

If the quoted article has a DOI, please put it in the bibliography.

### Example:

The notation in the text should look as follows, links to the works:

(Szczepański, 1987) - *one author, author's name not mentioned directly in the text;*

Szczepański (1987) - *one author, author's name mentioned in the text;*

(Ziółkowska & Kowalski, 1989) - *two authors;*

Ziółkowska and Kowalski (1989) - *two authors; author's name mentioned in the text;*

(Teece et al., 1997) - *three and more authors;*

Teece et al. (1997) - *three and more authors;*

(Skalik, 2009; Szczepański, 1987) - *links to the works of other authors are separated by a semicolon;*

"Text quoted" (Szczepański, 2012, pp. 33-34) - *literal text quotation*

### Book:

Surname, Initial of the name. (Year). *Book's title*. Place of publication: Publishing house.

Peters, T., & Waterman, R.H. (1982). *In Search of Excellence: Lessons from Americas Best-Run*. New York: Harper & Row.

*Handbook of geriatric drug therapy*. (2000). Springhouse, PA: Springhouse.

### The book edited by:

Surname, Initial of the name. (Ed.). (Year). *The title of monograph*. Place of publication: Publishing house.

VandenBos, G. R. (Ed.). (2007). *APA dictionary of psychology*. Washington, DC: American Psychological Association.

### Chapter in the collective work:

Surname, Initial of the name. (Year). Title of the article. In: Surname, Initial of the name (Ed.), *Title of monograph* (pp. 1-2). Place of publication: Publishing house.

Tutko, M. (2021). Metody i podejścia badawcze stosowane w badaniach kultury jakości. In: K. Mazurek-Łopacińska, & M. Sobocińska (Eds.), *Badania marketingowe wobec nowych trendów w otoczeniu* (pp. 74-86). Wrocław: Wydawnictwo Uniwersytetu Ekonomicznego.

### An article in the journal:

Surname, Name initial, & Surname, Name initial. (Year). Title of the article. *Journal title*, year number (issue number), pages. DOI

Sulich, A., & Grudziński, A. (2019). The analysis of strategy types of the renewable energy sector. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 67(6), 1643–1651. <https://doi.org/10.11118/actaun201967061643>.

Shahin, A., & Zairi, M. (2007). Corporate governance as a critical element for driving excellence in corporate social responsibility. *International Journal of Quality & Reliability Management*, 24(7), 753-770. DOI: 10.1108/02656710710774719.

**Websites:**

**Surname, Initial of the name. (Year, Month Day). Title of document. <http://URL>**

Ghafoor, S., & Mann, R. (2024, January 27). A Decline in the Number of Countries with a National Business Excellence Award. Best Practice Improvement Resource. <https://www.bpir.com/a-decline-in-the-number-of-countries-with-a-national-business-excellence-award/>

PEPCO S.A. (2023). Nasza odpowiedzialność. <https://pepco.pl/nasza-odpowiedzialnosc/>

NIST (b.d.). Baldrige Program Impacts. Retrieved from:

<https://www.nist.gov/baldrige/how-baldrige-works/about-baldrige/baldrige-impacts>