



UNIVERSITY
OF MALAYA

WRITING & PUBLISHING JOURNAL PAPERS

BY:

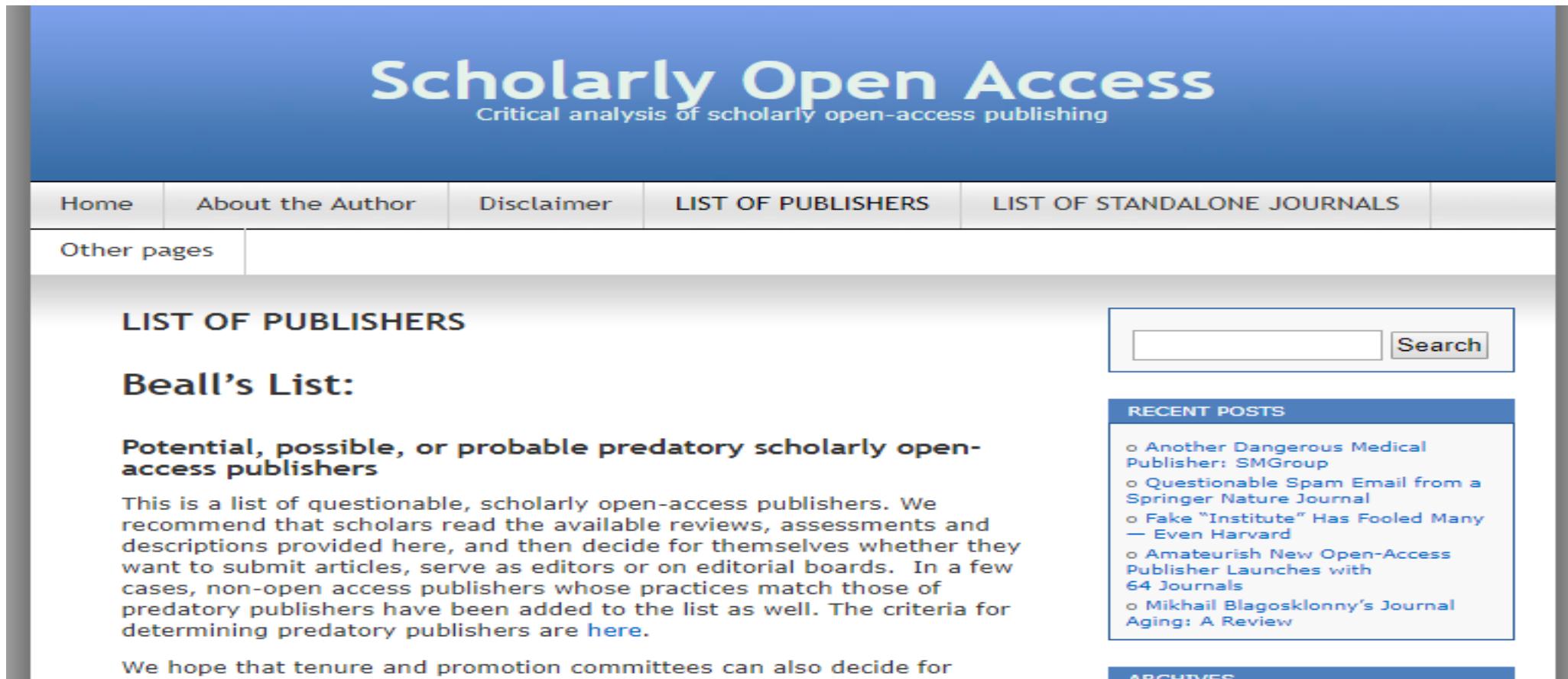
ASSOC. PROF DR RUZITA JUSOH,
DEPT OF ACCOUNTING,
FACULTY OF BUSINESS & ACCOUNTANCY,
UNIVERSITY OF MALAYA, MALAYSIA.

STEP 1: BEFORE SUBMISSION

1. Find the target journal

- Look for indexed journals (e.g. SCOPUS/ISI) in your field.
- Indexation of a journal is considered a reflection of its quality.
- List of journals are available in publisher websites - e.g. Emerald, Inderscience, Elsevier or Web of Science
- Or lower rank journal – nonISI/NonSCOPUS – but trusted journal
- **NOT from Beall's List** (predatory publishers/journals - <https://web.archive.org/web/20161222020349/https://scholarlyoa.com/publishers/>)
- They exploit the authors, they make money (charge fees), neglect the quality of the work published, do not follow accepted standards of scholarly publishing.

STEP 1: BEFORE SUBMISSION (Cont'd)



Scholarly Open Access
Critical analysis of scholarly open-access publishing

Home | About the Author | Disclaimer | **LIST OF PUBLISHERS** | LIST OF STANDALONE JOURNALS

Other pages

LIST OF PUBLISHERS

Beall's List:

Potential, possible, or probable predatory scholarly open-access publishers

This is a list of questionable, scholarly open-access publishers. We recommend that scholars read the available reviews, assessments and descriptions provided here, and then decide for themselves whether they want to submit articles, serve as editors or on editorial boards. In a few cases, non-open access publishers whose practices match those of predatory publishers have been added to the list as well. The criteria for determining predatory publishers are [here](#).

We hope that tenure and promotion committees can also decide for

RECENT POSTS

- o Another Dangerous Medical Publisher: SMGroup
- o Questionable Spam Email from a Springer Nature Journal
- o Fake "Institute" Has Fooled Many — Even Harvard
- o Amateurish New Open-Access Publisher Launches with 64 Journals
- o Mikhail Blagosklonny's Journal Aging: A Review

ARCHIVES

STEP 1: BEFORE SUBMISSION (Cont'd)

2. Check **impact factor (IF)**

- IF is a **measure of the frequency with which the average article in a journal has been cited** in a particular year - a proxy for **the relative importance** of a journal within its field.
- Mentioned in the journal website
- Available in Thomson Reuters Journal Citation Reports.

3. Read the **Aims and Scope** of the journals.

4. Check the **frequency** of the journal issues — quarterly and monthly issues have higher chance of acceptance - sometimes acceptance/rejection rates are stated

5. Study the **previous issues** in that journal to view the topics – whether suitable or not with your paper.

7. Check the **publication fees**, if any.

6. Select the journal.

Thomson Reuters Journal Citation Reports

Browser tabs: Eight reasons I rejected y, InCites

URL: <https://jcr.incites.thomsonreuters.com/JCRJournalProfileAction.action?pg=JRNLPF&journalImpactFactor=3&year=2016&journalTitle=Management%20Accounting>

Navigation: U3 - UM Di, Web UMPortal Ver 5, e-Attendance, -UMMAIL OFFICIAL-, Welcome to CIMB Cl, Google, Surat Al-Mulk - The N, Google Scholar, Course: CT

Management Accounting Research

ISSN: 1044-5005
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 NETHERLANDS

[Go to Journal Table of Contents](#) [Go to Ulrich's](#)

Titles
 ISO: Manage. Account. Res.
 JCR Abbrev: MANAGE ACCOUNT RES

Categories
 BUSINESS, FINANCE - SSCI;
 MANAGEMENT - SSCI;

Languages
 ENGLISH

4 Issues/Year;

Key Indicators

Year	Total Cites	Journal Impact Factor	Impact Factor Without Journal Self Cites	5 Year Impact Factor	Immediacy Index	Citable Items	Cited Half-Life	Citing Half-Life	Eigenfactor Score	Article Influence Score	% Articles in Citable Items	Normalized Eigenfactor	Average JIF Percentile
2016	2,291	3.000	2.285	5.646	0.417	24	>10.0	>10.0	0.00111	0.807	100.00	0.12...	86.182
2015	1,074	2.286	2.000	3.030	0.062	16	>10.0	>10.0	0.00...	0.605	100.00	0.10...	84.683
2014	935	2.125	1.725	2.290	0.211	19	>10.0	>10.0	0.00...	0.650	100.00	0.115...	85.631
2013	856	1.421	0.736	2.378	0.478	23	>10.0	>10.0	0.00...	0.624	100.00	0.112...	70.326
2012	838	1.366	0.878	Not ...	0.118	17	>10.0	>10.0	0.00...	Not ...	94.12	Not ...	67.611

STEP 2: Preparation for Submission



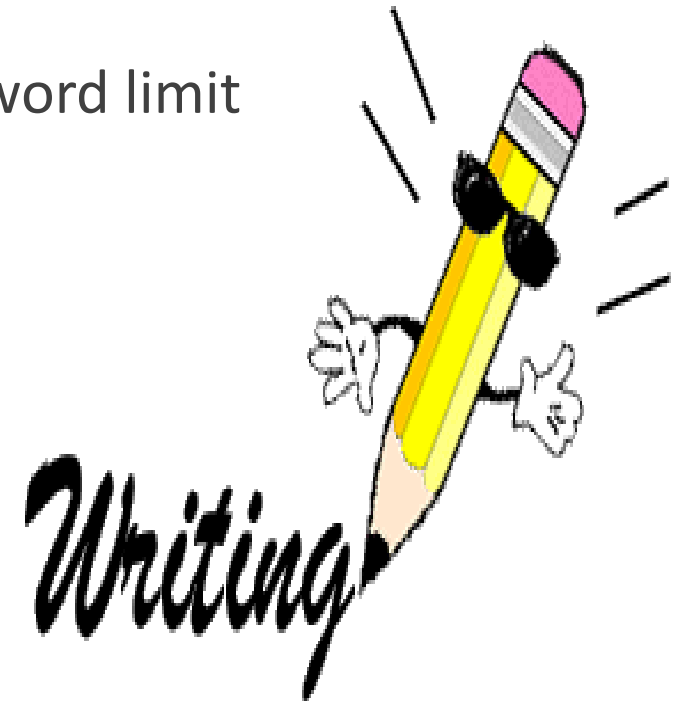
- After selecting the journal, go to the web page and **download the Guide/Instructions for Authors, print out it and read the guidelines** again and again!
- Read the **manuscript requirements**: format, article length, article title, author details, abstract, keywords, figures/tables, references styles.(APA/Harvard)
- .Get a **sample article**.
- **Quality of Communication** – pay attention to spelling, logical order, clarity and appropriateness of sentences and phrases **Proofread** using a professional proofreading services – some require English speaking editors/proofreaders.
- Pay attention to the use of tenses (**past/present tenses**).

STEP 2: Preparation for Submission (Cont'd)

- **UK or US English** - Cannot mix
- **Submit online** – must register on ScholarOne Manuscript.
 - will receive a notification of submission – and assigned a manuscript number.
 - wait for the decision from the journal editors – normally takes several months (from 1 – 4 months for 1st response)

STRUCTURE OF THE PAPER

1. Title – concise, not too long and descriptive
2. Abstract – structured or unstructured (paragraph) format, word limit
3. Introduction.
4. Literature Review
5. Hypotheses development and Theoretical Framework
6. Research Methodology
7. Results
8. Discussion
9. Conclusion



Abstract - structured

Competitive strategy and performance measurement in the Malaysian context

An exploratory study

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Abstract

Purpose – The purpose of this paper is to contribute to a better understanding of competitive strategy and performance measurement in the Malaysian context by applying a modified version of Conant *et al's* generic strategy scale and categorizing Malaysian firms along the Miles and Snow business strategy typology.

Design/methodology/approach – Competitive strategy and performance measurement were assessed via survey. A total of 975 firms were randomly selected from the directory of Federation of Malaysian Manufacturers (FMM) as listed in 2003. Overall, 133 surveys were returned, 120 of which were usable for analysis.

Findings – Results suggest that Malaysian firms view competitive strategy differently and are more likely than their Western counterparts to emphasize the use of financial measures of organizational performance. Findings also highlight the difficulties faced when Western measurement scales are employed in non-Western emerging nations.

Research limitations/implications – Because greater emphasis was placed on financial rather than non-financial measures, results indicate a statistically significant different improvement only in sales growth and ROI performance among the three strategy categories. Strategy researchers should focus their attention to the use of multiple performance measures in assessing firm's performance as shown by the significant different in the use of customer satisfaction and loyalty measures, as well as employee satisfaction and training measures.

Originality/value – These findings hold relevance for executives responsible for the formulation and implementation of business strategy. A better understanding of the relationship between business strategy and performance measures using the BSC perspectives of measures has been provided. The study provides some useful insights into the role of performance measures. In addition, this study conveys the message to top managers and designers of performance measurement tools – most notably the balanced scorecard – should pay particular attention to non-financial performance measures in implementing their organization's strategy.

Keywords Management strategy, Competitive strategy, Performance management, Balanced scorecard, Malaysia

Paper type Research paper

Competitive
strategy

5

Received January 2007
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Accepted October 2007



Management Decision

Abstract - unstructured

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Using a robust performance measurement system to illuminate intellectual capital



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ARTICLE INFO

Keywords:

Performance measurement system
Measurement diversity
Social and environmental measures
Intellectual capital
Social capital
Iran

ABSTRACT

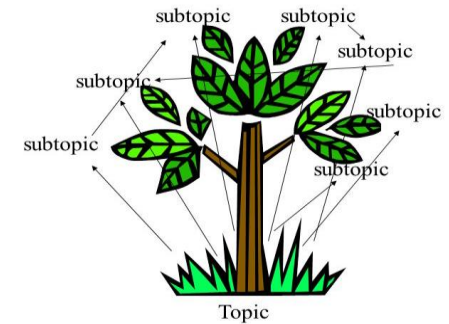
The central premise of the “fit-as-mediation” view states that knowledge-related factors could determine the usage and design of specific organizational systems, such as management accounting and control systems. This could, in turn, facilitate information processing and bring about positive organizational outcomes. While the influence of knowledge-based assets on measurable performance has been examined extensively in the intellectual capital literature, little is known concerning the role of an organizational control system in fostering the management of intellectual capital as the most strategic asset for organizations. As such, this study primarily aims to explore what role a performance measurement system plays in terms of the diversity of measurement in the relationship between intellectual capital and organizational performance. We incorporate social capital into the general three-dimensional classification of intellectual capital; namely, human capital, structural capital, and relational capital, to provide a more comprehensive measure of intellectual capital. Further, we conceptualize the diversity of measurement by supplementing the original Kaplan and Norton’s BSC model with a new perspective, social and environmental measures. Such integration of financial, customer, internal business process, learning, and growth, along with social and environmental measures could result in an overarching and robust conceptualization of performance measurement; a concept that was barely mentioned in previous literature. We conducted a questionnaire survey involving chief financial officers of 128 Iranian public listed companies. Using the partial least squares (PLS), we find that companies with higher levels of intellectual capital emphasize a greater diversity of performance measures. The findings also show that the diversity of measurement mediates the relationship between intellectual capital and organizational performance. This paper may offer guidance to companies concerning the competencies needed for securing positive organizational outcomes from their knowledge resources, such as intellectual capital.

Introduction

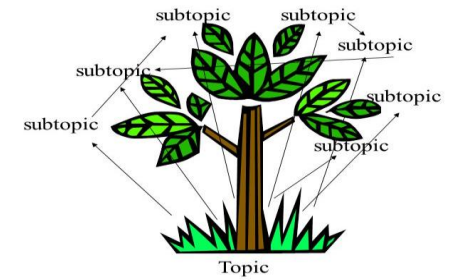
- **The most important part of your paper.** It should set up all major arguments that you plan to make in your paper and all major terms that you will use in your paper.
- State the **motivation of the study – why the topic/subject of your study is important**
- Tell them exactly what your paper contributed, what are the **research gaps? what is new in your study/ incremental contributions.**
- State the **objectives/purposes/research questions.**
- Explain briefly on:
 - research methods
 - Main findings
 - Research implications
- The introduction, normally, uses a **mix** of the present tense and the past tense.

Literature review

Organizing the Literature Search: *the Tree Diagram*



- Does the paper demonstrate an adequate understanding of the relevant literature in the field?
- 2 types of literature:
 1. Literature on the scope/background of the problem
 - maybe supported by some published statistics/data, published quotation from an expert in the field
 - Explain in the 1st and 2nd paragraph
 2. Literature Summarizing the Work in the Field (In the subsequent paragraphs.)
 - prior research and findings in the field that have led you to the gap in knowledge that you are filling with your particular study.
 - Use **sub-titles** for each main concepts/constructs – also define the concepts/constructs (can be several definitions).
 - Sub-titles can go up to 3 levels. Eg. 1., 1.1, 1.1.1 (these sub-titles should be coherent)

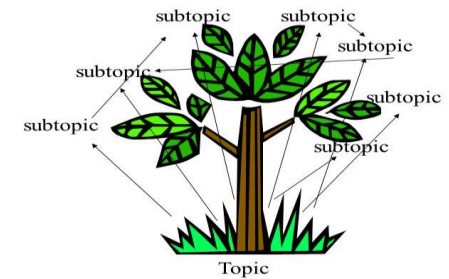


Literature review (Cont'd)

- Describe a few studies in a bit more detail to demonstrate their findings and how their study led to your work.
- To cite more **recent Literature**.
- Use of proper **transition words**
 - improve the connections and transitions between **sentences** and paragraphs
 - can create powerful links between ideas in your paper
- The Literature section uses either present or past tenses - Refer to Author guidelines – if any
 - Use past tense when refer to work done by previous researchers.
 - Refer to generally accepted facts and principles in present tense.
 - For example, "Doofus, in a 1989 survey, **found** that anemia in basset hounds **was correlated** with advanced age. Anemia **is** a condition in which there **is** insufficient hemoglobin in the blood."

Transition words and phrases

Transition Words and Phrases		
Agreement / Addition / Similarity	<p>in the first place not only ... but also as a matter of fact in like manner in addition coupled with in the same fashion / way first, second, third in the light of not to mention to say nothing of equally important by the same token</p>	<p>again to and also then equally identically uniquely like as too</p>
		<p>moreover as well as together with of course likewise comparatively correspondingly similarly furthermore additionally</p>
Conclusion / Summary / Restatement	<p>as can be seen generally speaking in the final analysis all things considered as shown above in the long run given these points as has been noted in a word for the most part</p>	<p>after all in fact in summary in conclusion in short in brief in essence to summarize on balance altogether</p>
		<p>overall ordinarily usually by and large to sum up on the whole in any event in either case all in all</p>



Literature review (Cont'd)

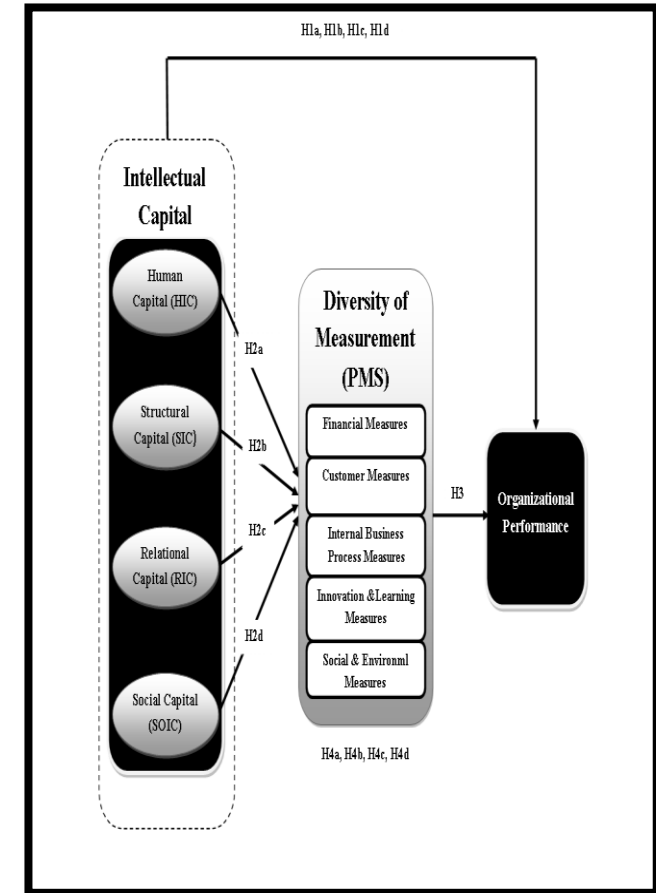
- It is also appropriate, particularly for journals that expect less well-developed literature reviews, **to group and list many of your references in a series of sentences without much detail.**

“Broadly speaking, the literature supports the notion that various competitive strategies influence firm performance in different ways (Porter, 1980; Slater and Narver, 1993; Mosakowski, 1993; Hashim, 2000).”

“The importance of non-financial measures in accounting and control systems, performance measurement systems and evaluation of managers has now been discussed widely in the literature (e.g. Banker et al., 2000; Bhimani, 1993; Buckmaster, 2000; Eccles, 1991; Fisher, 1992, 1995; Ghalayini & Noble, 1996; Gordon & Miller, 1976; Hirst, 1981, 1983; Kaplan & Norton, 1996; Maskell, 1991; Nanni et al., 1992).”

Hypotheses development and Theoretical Framework

- Hypothesis:
 - It is a **tentative prediction** about the nature of the relationship between two or more variables., **derived from the literature review (past studies)**.
 - Should be **supported by theory**
 - Is in **testable form**.
 - Relate/align to research questions.
 - The **theoretical framework** is the structure that can hold or support a theory of a **research study**
 - Explain the underlying theory on how and why the relationships exist.



Results



- Are results presented clearly and analysed appropriately?
- Describe the sample in some specifics at the start of your Results section.
 - create **descriptive statistics tables** that contains information about the sample's characteristics (individual and organizations), frequencies, mean values and standard deviations of the major variables.
 - Explain the tables briefly.
 - Factor analysis table – if any – if items deleted, please state, reasons for deletion etc.
 - Reliability test
- presenting the results that pertain to a research question/**hypotheses testing** – followed by - “Thus, Hypothesis 1 was supported/not supported” – do not discuss the results until the discussion section.
- The results sections uses past tense - use the present tense to refer to tables, figures, and graphs.

Discussion

- **Interpretations** of the study's findings - provide possible reasons/justifications
- **Comparisons with prior studies'** findings, you should include a few citations of other studies or works that may confirm or be similar to your findings.
- Findings that are **different from those anticipated**--whether negative/positive, insignificant relationships --**require more explanation**.
- Should attempt to explain how the sample, respondents, methodology, or variable measurement could affect the results.
- Try to relate to the **research context/setting** – impact of economy, politics, environment.
- Often, a combination of **both the past and the present tense is used** in sentences within the discussion section.
 - the **past tense** is generally used to summarize the findings.
 - But when you are interpreting the results or describing the significance of the findings, the **present tense** should be used.

Discussion (Cont'd)

Example:

*“The current study also **found** significant mediating effects for the diversity of measurement on the relationship between intellectual capital dimensions and organizational performance, thereby supporting H6a, H6b, H6c, and H6d. These results **corroborate** the notion of fit-as-mediation of contingency theory.”*

- **Limitations of the study** – may appear alternatively in conclusion section.
 - While you must mention any major limitations of your study’s methods (design, sample, measures, etc.), do not exaggerate any limitations.
- **Conclusion** (maybe put in a separate section):
 - include **implications for theory, practice or policy** (for community/society/organizations/managers, government),
 - **recommendations for future research**
 - One common way to introduce future directions is to bring in limitations of your study and suggest studies that can address these limitations.

“Fourth, having a single-informant per firm is another limitation. Future research may focus more explicitly on micro-foundations of routines, for example, by obtaining self-reports of the level of knowledge resources from the managers of other departments and divisions, such as human resources, and R & D.”



STEP 3: Getting Decision from the journal editors

5 types of Decision:

- **Desk reject** - the editors **reject** a paper without consulting the reviewers (without reviewers' comments).
 - Due to several reasons: fail to meet the submission requirements, unsuitability – the topic is not within the scope of the journal (even though the paper is good and interesting), unclear impact/contribution/nothing new

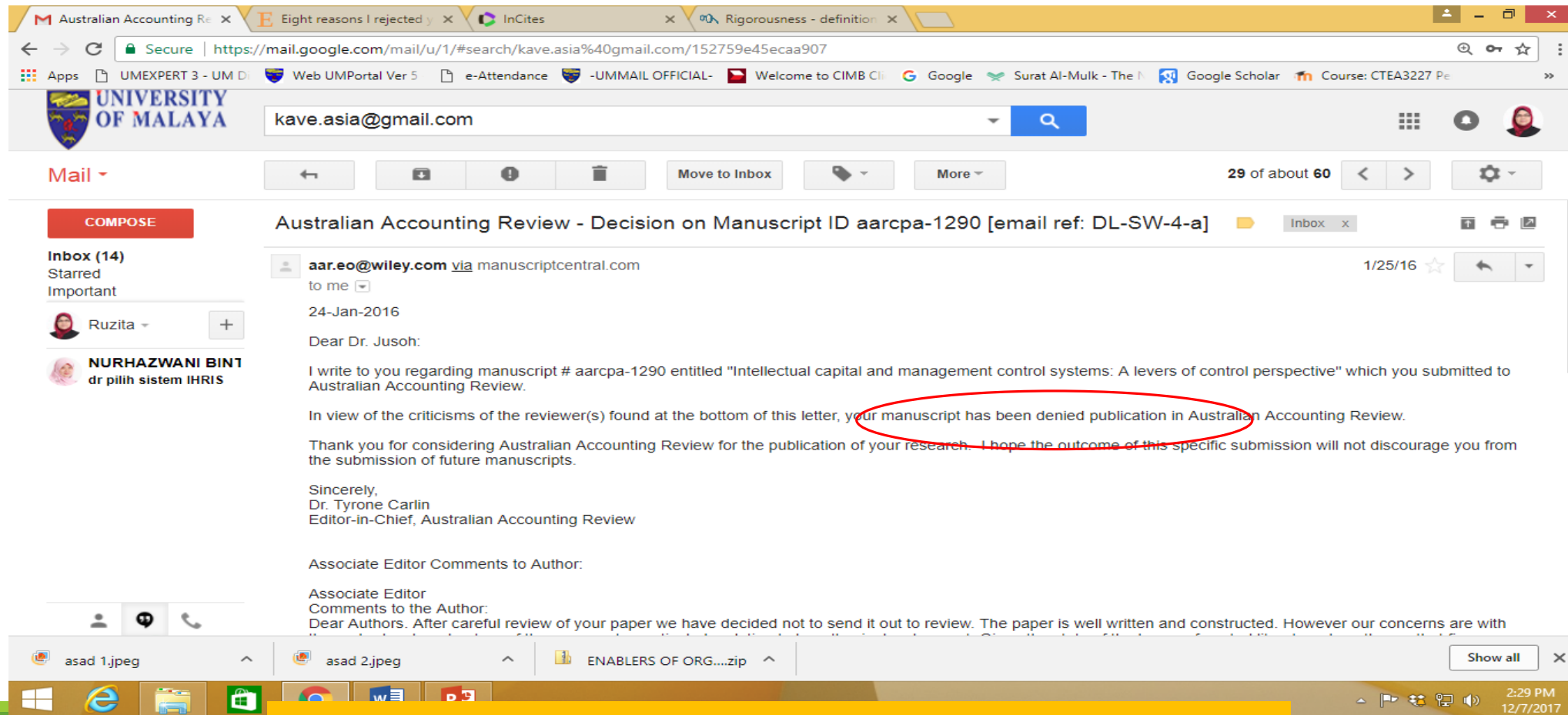
For Papers that have gone under review by reviewers - 3 types of decisions:

- **Accept with minor revisions** – given about 1 month to do the corrections by the authors
- **Accept with major revisions** – 2 to 4 months given.
- **Accept as it is**
- **Reject**

STEP 3: Getting Decision from the journal editors (Cont'd)

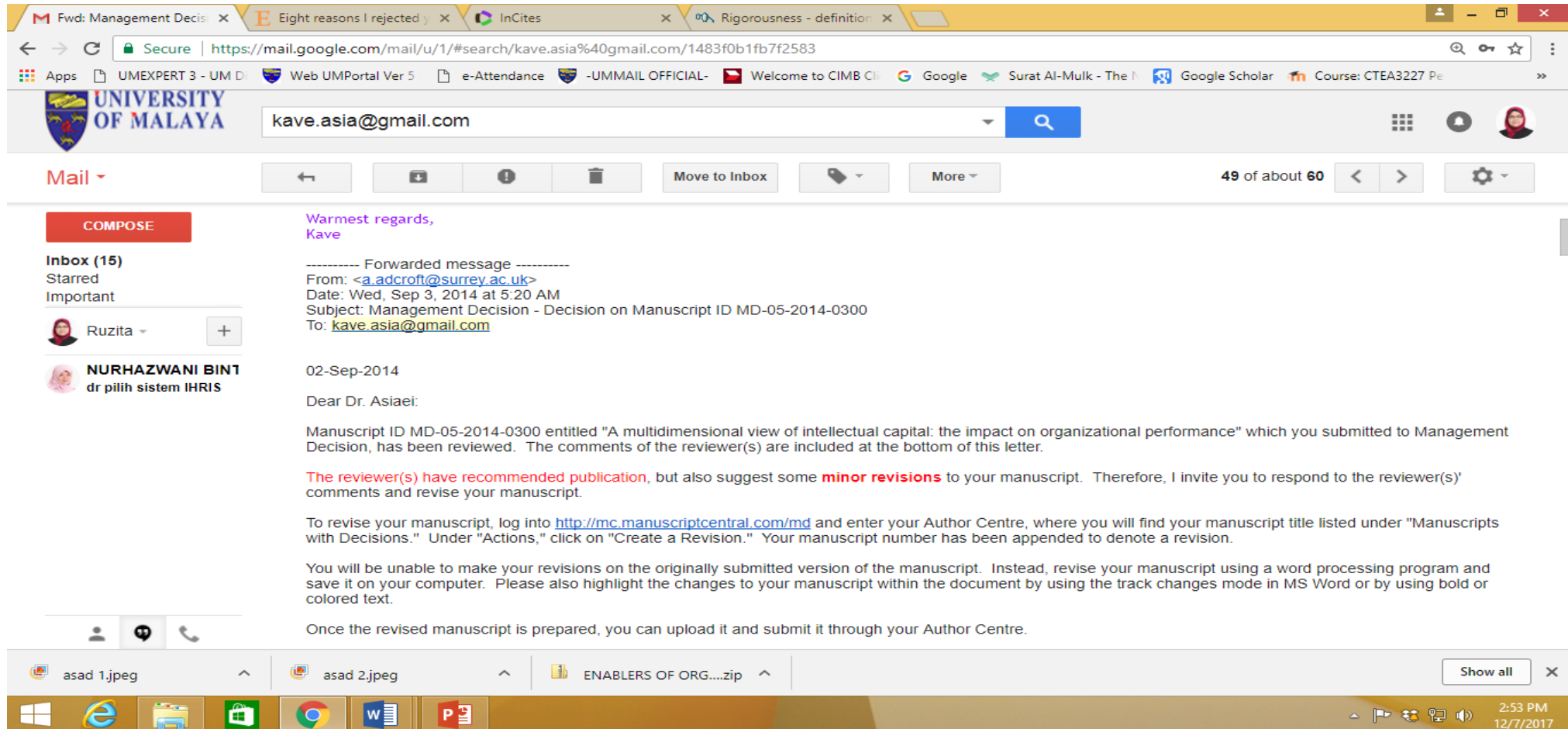
- Reviewers may have **different decisions** about the paper – the final decision will be made by the Editors.
- Some journals require several rounds of corrections, if they are not happy/satisfied with the corrections - Reflects rigorousness of the reviewing process.
- May take more than a year for the manuscript to be finally accepted and published.

DESK Reject - Sample



The screenshot shows a Gmail inbox on a desktop browser. The email is from aar.eo@wiley.com via manuscriptcentral.com, dated 24-Jan-2016. The subject is "Australian Accounting Review - Decision on Manuscript ID aarcpa-1290 [email ref: DL-SW-4-a]". The email content states that the manuscript "Intellectual capital and management control systems: A levers of control perspective" has been denied publication in Australian Accounting Review. A red circle highlights the sentence: "In view of the criticisms of the reviewer(s) found at the bottom of this letter, your manuscript has been denied publication in Australian Accounting Review." The sender is Dr. Tyrone Carlin, Editor-in-Chief, Australian Accounting Review. The bottom of the email shows "Associate Editor Comments to Author:" followed by a partial sentence: "Dear Authors. After careful review of your paper we have decided not to send it out to review. The paper is well written and constructed. However our concerns are with". The browser tabs include "Australian Accounting Re...", "Eight reasons I rejected y...", "InCites", and "Rigorousness - definition...". The taskbar at the bottom shows files "asad 1.jpeg", "asad 2.jpeg", and "ENABLERS OF ORG...zip". The system tray shows the time as 2:29 PM on 12/7/2017.

MINOR correction



The screenshot shows a Gmail inbox on a desktop browser. The browser tabs include 'Fwd: Management Decis...', 'Eight reasons I rejected y...', 'InCites', and 'Rigorousness - definition...'. The address bar shows a secure connection to a Gmail search page for 'kave.asia@gmail.com'. The email list on the left shows an email from 'NURHAZWANI BINTI dr pilih sistem IHRIS' with a subject line 'dr pilih sistem IHRIS'. The selected email content is as follows:

Warmest regards,
Kave

----- Forwarded message -----
From: <a_adcroft@surrey.ac.uk>
Date: Wed, Sep 3, 2014 at 5:20 AM
Subject: Management Decision - Decision on Manuscript ID MD-05-2014-0300
To: kave.asia@gmail.com

02-Sep-2014

Dear Dr. Asiaei:

Manuscript ID MD-05-2014-0300 entitled "A multidimensional view of intellectual capital: the impact on organizational performance" which you submitted to Management Decision, has been reviewed. The comments of the reviewer(s) are included at the bottom of this letter.

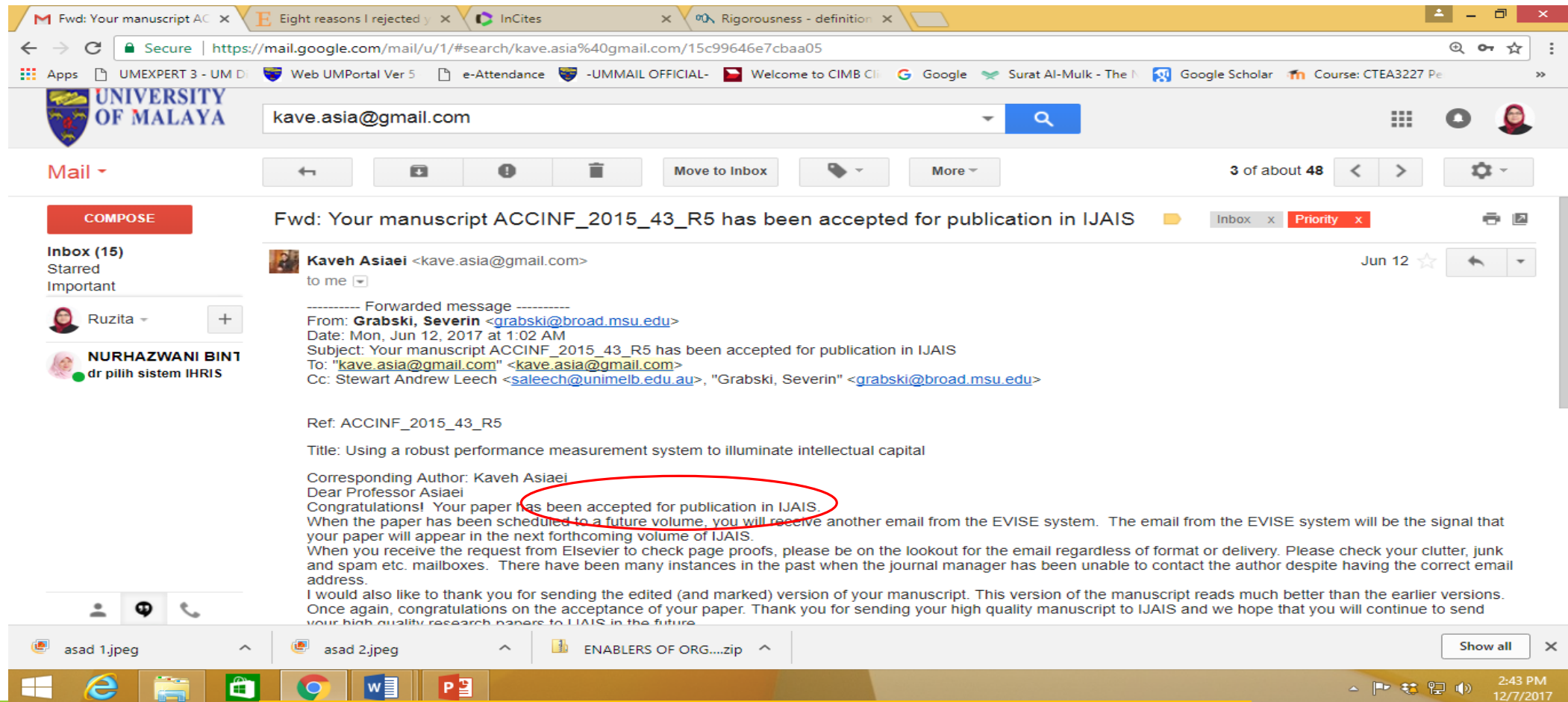
The reviewer(s) have recommended publication, but also suggest some **minor revisions** to your manuscript. Therefore, I invite you to respond to the reviewer(s) comments and revise your manuscript.

To revise your manuscript, log into <http://mc.manuscriptcentral.com/md> and enter your Author Centre, where you will find your manuscript title listed under "Manuscripts with Decisions." Under "Actions," click on "Create a Revision." Your manuscript number has been appended to denote a revision.

You will be unable to make your revisions on the originally submitted version of the manuscript. Instead, revise your manuscript using a word processing program and save it on your computer. Please also highlight the changes to your manuscript within the document by using the track changes mode in MS Word or by using bold or colored text.

Once the revised manuscript is prepared, you can upload it and submit it through your Author Centre.

ACCEPT DECISION



The screenshot shows a Gmail interface with the following details:

- Browser Tabs:** Fwd: Your manuscript ACC..., Eight reasons I rejected..., InCites, Rigorousness - definition...
- Address Bar:** <https://mail.google.com/mail/u/1/#search/kave.asia%40gmail.com/15c99646e7cbaa05>
- Search Bar:** kave.asia@gmail.com
- Mail Header:** Fwd: Your manuscript ACCINF_2015_43_R5 has been accepted for publication in IJAIS (Priority)
- Sender:** Kaveh Asiaei <kave.asia@gmail.com>
- Subject:** Fwd: Your manuscript ACCINF_2015_43_R5 has been accepted for publication in IJAIS
- Body Content:**

----- Forwarded message -----
From: **Grabski, Severin** <grabski@broad.msu.edu>
Date: Mon, Jun 12, 2017 at 1:02 AM
Subject: Your manuscript ACCINF_2015_43_R5 has been accepted for publication in IJAIS
To: "kave.asia@gmail.com" <kave.asia@gmail.com>
Cc: Stewart Andrew Leech <saleech@unimelb.edu.au>, "Grabski, Severin" <grabski@broad.msu.edu>

Ref: ACCINF_2015_43_R5

Title: Using a robust performance measurement system to illuminate intellectual capital

Corresponding Author: Kaveh Asiaei
Dear Professor Asiaei
Congratulations! Your paper has been accepted for publication in IJAIS. When the paper has been scheduled to a future volume, you will receive another email from the EVISE system. The email from the EVISE system will be the signal that your paper will appear in the next forthcoming volume of IJAIS. When you receive the request from Elsevier to check page proofs, please be on the lookout for the email regardless of format or delivery. Please check your clutter, junk and spam etc. mailboxes. There have been many instances in the past when the journal manager has been unable to contact the author despite having the correct email address. I would also like to thank you for sending the edited (and marked) version of your manuscript. This version of the manuscript reads much better than the earlier versions. Once again, congratulations on the acceptance of your paper. Thank you for sending your high quality manuscript to IJAIS and we hope that you will continue to send your high quality research papers to IJAIS in the future.

STEP 4: Doing the correction

- Always request for extension if you need more time to prepare for the corrections – email directly to the editors. Normally they are very supportive and considerate.
- Must address all the Area Editor’s and reviewers’ comments – if you disagree with the comments – must provide rebuttal explanations.

Reviewers' Comments		Responses from authors
Reviewer #1		
Introduction	The introduction lacks a clear focus of what the contribution is going to be to the literature and practice. The authors can improve this by first considering changing the title of the paper. The title indicates that the paper is going to present a robust PMS that will identify and measure intangibles. This is not what the paper provides. The study examines only one type of intangible – Intellectual Capital and the study cannot be generalized to all intangibles. I recommend replacing the word “intangibles” with “intellectual capital”.	<p>As suggested, the title was changed to “Using a robust performance measurement system to illuminate intellectual capital”.</p> <p>The introduction was reframed accordingly to clearly show the contribution of the paper. The paper presents two main contributions:</p> <ol style="list-style-type: none"> 1. The issue of IC conceptualization and measurement where the paper attempts to highlight the multidimensional nature of IC by incorporating a new dimension called “social capital”. This aspect was mentioned in the 2nd paragraph (Introduction). The arguments are as follows: <p>A review of the existing literature shows that IC concept is multidimensional and multidisciplinary in nature (Lee, 2011; Menor et al., 2007; Subramaniam and Youndt, 2005). Despite the general consensus about the importance of IC, a precise conceptualization and definition of IC remains disputable. Scholars are still unable to agree on</p>

- Issue and Volume numbers will be given.
- **Articles in Press** - articles that have been accepted for publication but which have not been formally published and will not yet have the complete volume/issue/page information.





ELSEVIER

Contents lists available at ScienceDirect

Telecommunications Policy

URL: www.elsevier.com/locate/telpol

From developmental to network state: Government restructuring and ICT-led innovation in Korea

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^a KAIST Graduate School of Science and Technology Policy, 291 Daehak-ro, Yuseong-gu, Daejeon 305-701, Republic of Korea

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ARTICLE INFO

Keywords:

Restructuring
Innovation
Governance
Developmental state
ICT4D
Digital convergence
Chaebol

ABSTRACT

This study examines the government leadership and strategic restructuring that guided The Republic of Korea's remarkable ICT-led development from 1980 to the present. That time span coincided with tumultuous political, social and economic transformation inside Korea including the growth of such powerful *chaebol* industry groups as Samsung, LG and SK. Globally, the period covered by this study featured the growth of new and more powerful digital networks epitomized by the internet. It also marked South Korea's transition from a developmental to a network state, allowing assessment of what the experience implies for developmental state theory.

This research shows that the most convincing explanation for the decline of the Korean developmental state lies in its transformation into a network state. Nevertheless, it illustrates the continuing explanatory power of key concepts from the developmental state model, including a competent bureaucracy, a political system that allows the bureaucracy sufficient autonomy, market conforming methods for state intervention, and a "control tower," to guide industrial policy in the networked era. Korea's success suggests the value of technically trained leaders in the ICT sector, and in sharp contrast with Japan, the importance of the cross cultural experience and global outlook that many of them gained while studying at top universities in the U.S.

For most of the three-plus decades in this study, the MIC served as Korea's control



*Thank
you*

