

Citation Guide for HBS Students

2003 – 04 ACADEMIC YEAR

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

October 2003

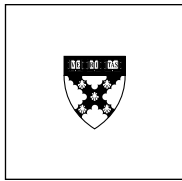


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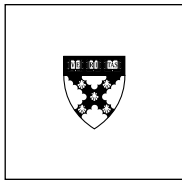
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Citation Guide for HBS Students

> About This Guide

This guide describes the citation conventions that HBS students should use when writing research papers. The guide has been adapted from Chapter 3 of the *Style Guide for HBS Casewriters and Editors*. The latter guide is available online at <http://intranet.hbs.edu/dept/drfd/caseservices/styleguide.pdf>. For information about citing source materials not covered in this guide, please contact rreiser@hbs.edu.

> Purpose of Citations

A research paper represents the results of your investigations of a selected topic. There are many approaches to research and many ways to document findings. It is important to follow consistently and accurately a recommended format that is clear and concise. The following guidelines, based on *The Chicago Manual of Style*, 15th ed., present one method. The guidelines will not address all possible types of citations; they will instead address the more common forms.

Two principal reasons for citing the sources of your research findings are (i) to give credit where credit is due for the original research, and (ii) to provide enough information so readers can find the original source. Failure to give credit to the words and ideas of the original author is plagiarism.

All direct quotations, paraphrased factual statements, and borrowed ideas should be footnoted. Only facts that seem to be common knowledge need not be footnoted.

> Types of Citations: Footnotes, Source Lines, and Bibliographies

In a research paper, citations can appear in three main forms: footnotes (or endnotes), source lines, and bibliographies. The following pages describe each of these forms.

Footnotes or Endnotes

Footnotes and endnotes have the same function — to cite the exact page of a source you refer to in your paper. Footnotes appear at the bottom of the page; endnotes appear at the end of the document.

The main characteristics of footnotes and endnotes are as follows:

- The author's name is in natural order.
- The elements of the citation are separated by commas.

The following examples show a quotation and its corresponding footnote or endnote:

Quotation cited in text

Sahlman says, “Taking advantage of arbitrage opportunities is a viable and potentially profitable way to enter a business.”³²

Corresponding footnote or endnote

³² William A. Sahlman, “How to Write a Great Business Plan,” *Harvard Business Review* 75 (July–August 1997): 103.

Repeating a Citation

After the first complete citation of a work, you may abbreviate subsequent instances by using either *Ibid.* or a shortened form of the citation.

Ibid.

Use *Ibid.* 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 information as is identical. For example:

⁵⁰ Thomas Smith, “New Debate over Business Records,” *The New York Times*, December 31, 1978, sec. 3, p 5.

⁵¹ *Ibid.*, p. 6.

Shortened Form of Footnote

Use the shortened footnote style to repeat a footnote that appears on a different page than the original note.

The shortened footnote should include the minimum amount of information needed to identify the source — 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. For example:

[Note on p. 1 of paper]

Joannie M. Schrof and Stacey Schultz, “Melancholy nation,” *U.S. News & World Report*, March 8, 1999, p. 56.

[Note on p. 3 of paper]

Schrof and Schultz, p. 57.

If there are footnotes for different works by the same author, the shortened note might read as follows:

[Note on p. 5 of case]

Schrof and Schultz, “Melancholy nation,” p. 57.

Citation Guide for HBS Students – continued

Source Lines

When you use data to create exhibits, figures, or tables, you must give credit to the supplier of the data. A source line is the standard form for this kind of citation.

Bibliographies

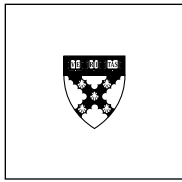
A bibliography lists all references you used to create a research paper. The bibliography appears at the end of the paper, after the endnotes, if any. The main characteristics of bibliographies are as follows:

- The author's name is inverted, last name first, and most elements are separated by periods.
- Entries have a special indentation style in which all lines but the first are indented.
- Although most elements are separated by periods, citations of periodicals have the following characteristic: 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.
- Page numbers are included only when the cited piece is part of a 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 piece.
- Entries are listed alphabetically by the author's last name, or by the first word of the title if no author is listed.

The following are examples of bibliography entries:

Garvin, David A. *Operations Strategy: Text and Cases*. Englewood Cliffs, NJ: Prentice-Hall, 1992.

Sahlman, William A. "How to Write a Great Business Plan." *Harvard Business Review* 75 (July–August 1997): 98–108.



Examples of Citations

This section shows examples of citations for the most common kinds of source materials. For information about citing other kinds of source materials, please contact rreiser@hbs.edu.

A few notes about the examples:

- Although most of the examples are based on actual sources, the information in some examples may have changed since this guide was issued. However, all of the examples accurately reflect the kind of information that you should include in a citation and the order in which you should include it.
- The term periodical refers to journals and magazines.
- 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 exist on the Internet (as PDF or HTML documents, for example). If a Web site refers to a source document but does not allow one to read its entire content online, then no example is included because the printed example would suffice.
- None of the URLs in this guide are underlined, and all are enclosed in angle brackets. This is to prevent the URLs from becoming active links, since they are included in this guide only as examples. For more information, see URLs at the end of this guide.
- This guide does not include citations for microfilm documents because they are considered archival versions of the printed originals. If you want to cite a document that you viewed on microfilm, use the same citation style that you would use for the printed document.

The following examples appear in alphabetical order, with one exception: When citations are shown for both printed and online formats, the examples for printed format are shown before the examples for online format.

Advertisements

Television¹ 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.

Examples of Citations – continued

> Advertisements – continued

On the Web **Footnote**

² 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 2, 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 2, 2002.

> Analyst Reports

Signed **Footnote**

³ Barry Allen, *Minefinders Corporation Ltd.*, Research Capital Corporation, July 2002.

Bibliography

Allen, Barry. *Minefinders Corporation Ltd.* (Research Capital Corporation, July 2002).

Unsigned **Footnote**

⁴ 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.

Footnote

⁵ Salomon Smith Barney, *Restaurants — Growth and Market Share Trends*, June 3, 2002.

Annual Reports (Printed)

Printed

Footnote

³ General Motors, 2001 Annual Report (Detroit: General Motors, 2002), p. 34.

Bibliography

General Motors. 2001 Annual Report. Detroit: General Motors, 2002.

Annual Reports (Online)

On the Web

(company Web page)

Footnote

⁴ General Motors, 2001 Annual Report (Detroit: General Motors, 1998), p. 34, <http://www.gm.com/company/investor_information/financial_data/ar.htm>, accessed June 20, 2002.

Bibliography

General Motors. 2001 Annual Report. Detroit: General Motors, 2002. <http://www.gm.com/company/investor_information/financial_data/ar.htm>, accessed June 20, 2002.

On the Web

(Thomson Research)

Footnote

⁵ General Motors, 2001 Annual Report (Detroit: General Motors, 2002), p. 34, available from Thomson Research, <http://research.thomsonib.com>>, accessed May 20, 2003.

Bibliography

General Motors. 2001 Annual Report. Detroit: General Motors, 2002. Available from Thomson Research. <<http://research.thomsonib.com>>, accessed May 20, 2003.

CD-ROM (LaserD)

Footnote

⁶ General Motors, 2001 Annual Report (Detroit: General Motors, 2002), p. 34, available from 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. Available from Thomson Financial, Global Access/Laser CD-ROM, disc no. A2015.

Examples of Citations – continued

> Articles

See *Newspapers and Periodicals*.

> Bond Prospectuses

Footnote

⁷ 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

⁷ 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.

Two authors Footnote

⁸ 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

⁹ 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

¹⁰ 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

¹¹ 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.

**Corporate
author
(company or
association)**

Footnote

¹² 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.

**Citation
from
secondary
source**

Footnote

¹³ 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.

Examples of Citations – continued

> Books (Printed) – continued

Edition**Footnote**

¹⁴ 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**

¹⁵ 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.

> Books (Online)

**Book on
the Web****Footnote**

¹⁶ Gregory J.E. Rawlins, *Moths to the Flame* (Cambridge: MIT Press, 1996), <<http://www-mitpress.mit.edu/e-books/Moths/>>, accessed August 30, 1997.

Bibliography

Rawlins, Gregory J.E. *Moths to the Flame*. Cambridge: MIT Press, 1996. <<http://www-mitpress.mit.edu/Moths/>>, accessed August 30, 1997.

**Book on
CD-ROM****Footnote**

¹⁷ *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

¹⁸ *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

¹⁹ Reinventing Software, IBM corporate brochure (White Plains, NY, December 2002), p. 3.

Bibliography

Reinventing Software. IBM corporate brochure. White Plains, NY, December 2002.

Footnote

²⁰ *Lifestyles in Retirement*, Library Series (New York: TIAA-CREF, 1996), p. 4.

Bibliography

Lifestyles in Retirement. Library Series. New York: TIAA-CREF, 1996.

Footnote

²¹ *Altera Corporate Overview*, from company Web site, <<http://www.altera.com/corporate/overview/ovr-index.html>>, accessed October 10, 2003.

Bibliography

Altera Corporate Overview. From company Web site, <<http://www.altera.com/corporate/overview/ovr-index.html>>, accessed October 10, 2003.

Examples of Citations – continued

> Cases (Printed)

Printed

Footnote

¹⁸ V. Kasturi Rangan, “Population Services International: The Social Marketing Project in Bangladesh,” HBS Case 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 Case No. 586-013. Boston: Harvard Business School Publishing, 1993.

> 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

¹⁹ “A Guide to Creating and Submitting Course Materials,” HBS Case No. 902-403 (Boston: Harvard Business School Publishing, 2001), p. 4, <<http://intranet.hbs.edu/dept/dor/caserecords/proc.pdf>>, accessed May 30, 2002.

Bibliography

“A Guide to Creating and Submitting Course Materials.” HBS Case No. 902-403. Boston: Harvard Business School Publishing, 2001. <<http://intranet.hbs.edu/dept/dor/caserecords/proc.pdf>>, accessed May 30, 2002.

> Classrooms Discussion

Live classes

Footnote

²¹ 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.

> (Internet) Discussion Lists

Footnote

²² Robert Newkirk <newy@capecod.net>, “Japanese-style Management,” March 6, 1997, MBAs in Japan Forum List <MBAJF@camb1.Bitnet>, accessed June 14, 1997.

Bibliography

Newkirk, Robert <newy@capecod.net>. “Japanese-style Management.” March 6, 1997. MBAs in Japan Forum List <MBAJF@camb1.Bitnet>, accessed June 14, 1997.

> E-Mail

Footnote

²³ Michael C. Jensen <mjensen@hbs.edu>, “Response to Questions about Paper,” to Sam Smith <:ssmith@mba2002.hbs.edu>, May 24, 2001.

Bibliography

Jensen, Michael C. <mjensen@hbs.edu>. “Response to Questions about Paper.” To Sam Smith <:ssmith@mba2002.hbs.edu>, May 24, 2001.

> Illustrations

Reproduced figure

Source line
Source: Reprinted by permission of the publisher, from William A. Sahlman, “How to Write a Great Business Plan,” *Harvard Business Review* 75 (July–August 1997): 104.

Bibliography

Sahlman, William A. “How to Write a Great Business Plan.” *Harvard Business Review* 74 (July–August 1997): 98–108.

> Interviews

Television² Footnote

²³ 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.

Examples of Citations – continued

Published or recorded **Footnote**
²⁴ 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**
²⁵ Carl Sloane, interview by author, Cambridge, MA, July 4, 1998.

Bibliography
Sloane, Carl. Interview by author. Cambridge, MA, July 4, 1998.

Journals

See *Periodicals*.

Magazines

See *Periodicals*.

Marketing Reports

For sample citations of marketing reports, see *Forrester* and *Jupiter* in the *Citations of Commercial Databases* section of this guide.

Newspapers (Printed)

Signed newspaper article in a special section **Footnote**
²⁶ Thomas Smith, “New Debate over Business Records,” *The New York Times*, December 31, 1978, sec. 3, p. 5.

Bibliography
Smith, Thomas. “New Debate over Business Records.” *The New York Times*, December 31, 1978, sec. 3, p. 5.

Unsigned newspaper article or editorial **Footnote**
²⁷ Editorial, *The Wall Street Journal*, August 28, 1997, p. A19.

Bibliography
The Wall Street Journal. August 28, 1997. Editorial concerning interest rates.

Newspapers (Online)

Article from online newspaper **Footnote**
28 Kenneth L. Gilpin, “Stocks Soar Amid a Broad Rally on Wall Street,” *The New York Times* on the Web, July 29, 2002, <<http://www.nytimes.com/2002/07/29/business/29CND-STOX.html>>, accessed July 29, 2002.

Bibliography

Gilpin, Kenneth L. “Stocks Soar Amid a Broad Rally on Wall Street.” *The New York Times* on the Web, July 29, 2002. <<http://www.nytimes.com/2002/07/29/business/29CND-STOX.html>>, accessed July 29, 2002.

Notes

HBS technical notes are often referred to as notes. When citing notes, follow the style that is used for cases but replace “Case” with “Note.”

Periodicals (Printed)

Signed articles **Footnote**
29 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.

Footnote

29 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.

Unsigned articles **Footnote**
30 “Leading Ferociously,” a conversation with Daniel Goldin, *Harvard Business Review* (May 2002): 22–25.

Bibliography

“Leading Ferociously.” A conversation with Daniel Goldin. *Harvard Business Review* (May 2002): 22–25.

Examples of Citations – continued

Footnote

³¹ “Choosing the Right Nursing Home,” *Family Health* 10, (September 1978): 8.

Bibliography

“Choosing the Right Nursing Home.” *Family Health* 10 (September 1978): 8–10.

Periodicals (Online)

Online magazine

Footnote

³² 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 7, 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 7, 2002.

Press Releases

Printed

Footnote

³³ “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

³⁴ “Sun Charts Strategy for Services to Deliver High-Value Network Computing Environments,” Sun Microsystems press release (Santa Clara, CA, December 3, 2002). From Sun Microsystems Web site, <<http://www.sun.com/smi/Press/sunflash/2002-12/sunflash.20021203.1.html>>, accessed December 9, 2002.

Bibliography

“Sun Charts Strategy for Services to Deliver High-Value Network Computing Environments.” Sun Microsystems press release. Santa Clara, CA, December 3, 2002. From Sun Microsystems Web site, <<http://www.sun.com/smi/Press/sunflash/2002-12/sunflash.20021203.1.html>>, accessed December 9, 2002.

SEC Documents (Printed)

Printed

Footnote

³³ 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

³⁴ 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 2, 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 2, 2002.

On the Web (Thomson Research)

Footnote

³⁵ General Motors, March 31, 2001 10-Q (Detroit: General Motors, 2001), p. 14, available from Thomson Research, <<http://research.thomsonib.com> >, accessed June 2, 2003.

Bibliography

General Motors. March 31, 2001 10-Q. Detroit: General Motors, 1998. Available from Thomson Research. <<http://research.thomsonib.com> >, accessed June 2, 2003.

CD-ROM (LaserD)

Footnote

³⁶ General Motors, March 31, 1999 10-Q (Detroit: General Motors, 1998), p. 34, available from Thomson Financial, Global Access/Laser CD-ROM, disc no. A1938.

Bibliography

General Motors. March 31, 1999 10-Q. Detroit: General Motors, 1998.
Available from Thomson Financial, Global Access/Laser CD-ROM, disc no. A1938.

Examples of Citations – continued

Slide Presentations

Presentations Footnote

³⁷ 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: 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.

Technical Notes

HBS technical notes are often referred to as notes. For more information, see *Notes*.

Television Programs

This guide assumes that television programs students use as source materials are available on video. For examples, see *Videos and Multimedia*.

Theses and Dissertations

Footnote³

³⁸ Andrew J. King, “Law and Land Use in Chicago: A Pre-history of Modern Zoning” (Ph.D. diss., University of Wisconsin, 1976), pp. 32–37.

Bibliography

King, Andrew J. “Law and Land Use in Chicago: A Pre-history of Modern Zoning.” Ph.D. diss., University of Wisconsin, 1976).

Videos and Multimedia

Footnote

³⁷ 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.

Footnote

³⁹ 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 4, 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 4, 2002.

Web Sites

Company Web site

Footnote

⁴⁰ Walt Disney Company, “Disney’s Investors Relations — FAQs,” Walt Disney Company Web site, <<http://disney.go.com/corporate/investors/shareholder/faq.html>>, accessed June 17, 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 17, 1999.

Examples of Citations – continued

Web Sites – continued

**Personal
Web site**

Footnote

⁴¹ Jonathan G. Harris, “The Return of the Witch Hunts,” Witchhunt Information page, April 19, 1997, <<http://www.geocities.com/igharris7/witchhunt.html>>, accessed November 19, 1997.

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Harris, Jonathan G. “The Return of the Witch Hunts.” Witchhunt Information page, April 19, 1997. <<http://www.geocities.com/igharris7/witchhunt.html>>, accessed November 19, 1997.

Working Papers (Printed)

Printed

Footnote

⁴¹ 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.

Working Papers (Online)

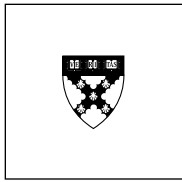
On the Web

Footnote

⁴² Josh Lerner, “150 Years of Patent Protection,” HBS Working Paper No. 00-040, 1999, <<http://www.hbs.edu/dor/abstracts/9900/00-040.html>>, accessed May 5, 2001.

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Lerner, Josh. “150 Years of Patent Protection,” HBS Working Paper No. 00-040, 1999. <<http://www.hbs.edu/dor/abstracts/9900/00-040.html>>, accessed May 5, 2001.



Citations of Commercial Databases

The following examples show how to cite information from commercial databases. A few notes:

- The URL for a commercial database can vary according to the computer from which it is accessed. Thus, the following examples show only the general URL for the commercial product, which may not reflect the exact URL that appears in your browser window. We recommend that you use this style when citing information from databases to help readers follow up on the information from any location.
- Most of the examples in this section show citations in footnote format, which you can adapt to the citations in your documents.

ABI/Inform

David J. Collis and Cynthia S. Montgomery, “Creating Corporate Advantage,” *Harvard Business Review* 76 (May–June 1998): 70–83. Available from ProQuest, ABI/Inform, <<http://www.proquest.com>>, accessed June 17, 1999.

Bloomberg

“Comp/Close/Price,” Black & Decker Corp. (BDK US), December 19, 1996–June 18, 1999, BLOOMBERG (accessed June 18, 1999).

Note: The most important items to include in Bloomberg citations are (1) the title of the article or data, (2) the company name, (3) the Bloomberg ticker, (4) the index or country name, (5) the date range, (6) BLOOMBERG, and (7) the access date.

Datastream

“Price,” Ford Motor Corp. (U:F), January 15, 1999–March 25, 2001, Thomson Financial Datastream (accessed July 12, 2001).

Note: The above example shows a source line because information from Datastream is most commonly used to create exhibits, figures, and tables.

Factiva

“Advisory: The Global Entrepreneurship Monitor,” *Business Wire*, June 17, 1999, available from Factiva, <<http://www.factiva.com>>, accessed June 2, 2002.

Thomson Research

Amazon.com, May 18, 1999 Prospectus Supplement (Seattle, WA: Amazon.com, 1999), available from Thomson Research, <<http://research.thomsonib.com>>, accessed June 19, 2003.

Citations of Commercial Databases – continued

Forrester

Jim Neil, Bill Bass, Jill Aldort, and Cameron O'Connor, "Digital Marketing," The Forrester Report 2:8 (April 1998), available from Forrester Research Inc., <<http://www.forrester.com>>, accessed June 18, 1999.

Thomson Research — Investext Research Bank

Carol Warner Wilke and Tristan Gerra, Prudential Securities, "Household Products/Cosmetics Biweekly Update," April 28, 1999, available from Thomson Research, <<http://research.thomsonib.com> >, accessed June 18, 2003.

Note: In citations of Investext information, you must include the contributor/investment house that published the report (such as Prudential Securities in the above example).

Jupiter

Marc Harrison, Adam Schoenfield, and Sid Kosaraju, "Health Industry and the Internet: Revenue Forecast, Portal Strategies, Competitive Landscape," January 1999, available from Jupiter Communications, <<http://www.jup.com>>, accessed June 18, 1999.

OneSource

Articles

"News in Brief: Revlon's Almay Stay Smooth Anti-Chap Lip Color," *Cosmetics International* (June 10, 1999): 5. Available from Responsive Database Services, Inc., published by OneSource Information Services, Inc., <<http://www.onesource.com>>, June 18, 1999.

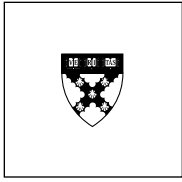
Company reports

"Walt Disney Company Profile," June 18, 1999, available from OneSource Information Services, <<http://www.onesource.com>>, accessed May 29, 2002.

Industry reports

"Encyclopedia of Emerging Industries: Mutual Funds" (1999). Available from Gale Research. Published by OneSource Information Services, Inc., <<http://www.onesource.com>>, June 18, 1999.

Note: Many of the items in OneSource are published by OneSource and can be cited with the line "available from OneSource Information Services, Inc." If there is a separate copyright notice at the bottom of the article or report, however (such as "available from Gale Research, published by OneSource Information Services, Inc."), you must also include that.



A Note on URLs

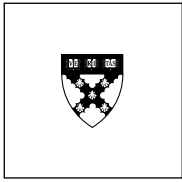
Microsoft Word automatically converts URLs to active links. This can make it difficult to edit the URLs or the surrounding text without activating the links. To prevent this problem, use the following procedures.

To deactivate an active link:

1. Right-click on the link.
2. Choose “Hyperlink > Edit Hyperlink.”
3. Select “Remove Link.”

To prevent underlining for URLs:

1. In a Microsoft Word document, click “Tools > AutoCorrect.”
2. Click “AutoFormat as You Type,” and deselect “Internet and network paths with hyperlinks.”
3. Repeat step 2 on the AutoFormat tab and click “OK.”



Bibliography

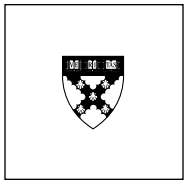
The Chicago Manual of Style. 14th ed. Chicago: The University of Chicago Press, 1993.

The Chicago Manual of Style. 15th ed. Chicago: The University of Chicago Press, 2003.

The Chicago Manual of Style. FAQ. Section about “Documentation.” The University of Chicago, June 20, 2002. <<http://www.press.uchicago.edu/Misc/Chicago/cmosfaq>>, accessed August 2, 2002.

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, 2001. <<http://www.smpcollege.com/online/index.html>>, accessed August 2, 2002.

Martin, Paul R. *The Wall Street Journal Guide to Business Style and Usage*. New York: Simon and Schuster, 2002.



Endnotes

¹ *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 2, 2002.

² *The Chicago Manual of Style.*, 14th ed., section 15.264.

³ *Ibid.*, section 15.271.

Note: Although endnotes typically appear before bibliographies, their order is reversed in this guide.