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 paper 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 manuscript, authors confirm their agreement to abide by them. Therefore, we encourage authors to read them before submitting their papers.

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

MANUSCRIPT PREPARATION

Management is a peer-reviewed international journal. While research may focus on specific national economies and organisations, papers should present their findings in an international context. The research scope, gaps and conclusions should reflect a global perspective to engage international readers.

We accept papers of 7,000-9,000 words (including tables, illustrations and references) for publication in the journal. A additionally fee will be required for longer texts.

Basic editorial settings:

- Page size: A4
- Margins: left and right - 2,5 cm; top - 3 cm; bottom - 5 cm.
- Software: Microsoft Word, Book Antiqua 10 pt, justified.
- Chapter and subsection titles: Book Antiqua 10 pt, bold.
- Abstract, keywords and JEL classification: Book Antiqua 10 pt, justified.
- References: Book Antiqua, 9 pt, justified.
- Line spacing: single.
- Do not use: headers or footers, tabs.
- Paragraphs: indentation at 0.5 cm in the text always from the second paragraph.
- Footnotes should be used only when absolutely necessary and numbered consecutively in the text.

Typical manuscript structures:

	Research paper	Review paper	Methodology paper
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.

STRUCTURE OF THE RESEARCH PAPER

Titel (Arial, 11 pt, bold, do not write in capital letters)
The title should be brief and concise whilst reflecting the essence of the paper's content.

Abstract (Book Antiqua 10 pt, justified)
Provides a description of the content of the manuscript. 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. 350 words.

Keywords (Book Antiqua 10 pt, justified.)
Words relating to the paper, expressing its essence. They make it possible to categorize the content of the manuscript and thus help interested people to search for it.
Maximum number of 5 words.

JEL Classification (Book Antiqua 10 pt, justified)
Journal of Economic Literature Code Classification is a subject classification developed by the Journal of Economic Literature. It is mainly used to classify scientific papers.
Available at: https://www.aeaweb.org/jel/guide/jel.php

1. Introduction (Book Antiqua 10 pt, justified)
The introduction should delineate the research context - establish its significance, articulate the research objectives, and identify both the research gap and corresponding research questions.

The rationale for topic selection encompasses the author's motivation for pursuing the particular research area. For instance, the COVID-19 pandemic has created an opportunity to re-examine employee motivation dynamics, particularly in light of the widespread transition to remote work. The research gap emerges through a comprehensive literature review. This review process identifies pertinent questions that arise within the analytical framework after thorough examination of existing literature. Consequently, the research questions must directly emanate from the analysed literature.

Quality Assurance Checklist:
1. Does the introduction demonstrate the research significance?
2. Are the research objectives explicitly defined?
3. Have the research gap and questions been clearly identified?
4. Do the research hypotheses emerge logically from the literature review?
5. Is there a succinct overview of the paper structure at the conclusion of the introduction?

Important Note: Research hypotheses can appear in other sections of the paper

2. Literature review / Theoretical background (Book Antiqua 10 pt, justified)
The manuscript should be grounded in current literature that reflects the international context of the analysed issue. While research may focus on national economies and entities, the research context

(including topic justification, research gap, and conclusions) should incorporate an international perspective to engage readers from various countries.

The author should present the state of knowledge in the area corresponding to the empirical analysis section. This involves identifying previous researchers who have addressed the topic, summarising the conclusions from earlier studies, and positioning the current research within the context of previous analyses.

Quality Assurance Checklist:
1. Is the literature in the paper current?
2. Does the literature demonstrate the international context of the conducted analyses?
3. Does the literature review present the findings from previous research?
4. Has the author positioned their analysis within the context of previous research?
5. Is the literature appropriately synthesised?

The basic in-text citation should look as follows:

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

Ziółkowska and Kowalski (1989) - *two authors; author's name mentioned in the text (narrative citation);*
(Ziółkowska & Kowalski, 1989) - *two authors (parenthetical citation);*

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

"Text quoted" (Szczepański, 2012, pp. 33-34) - *literal text quotation*
(Skalik, 2009; Szczepański, 1987) - *links to the works of other authors are separated by a semicolon;*

For any questions regarding proper in-text citations, please consult the APA guidelines: https://apastyle.apa.org/style-grammar-guidelines/citations/basic-principles/author-date

3. Methods (Book Antiqua 10 pt, justified)
The Methods section should be organised chronologically and specify all stages of the research process. This section must detail the data collection procedures (data sources, selection criteria, research period) along with their limitations. The research methods employed should be described thoroughly to ensure replicability. In this context, this section serves as the foundation for establishing the credibility of research findings and must provide readers with a clear understanding of how conclusions were drawn.

Quality Assurance Checklist:
1. Does the section contain a description of data collection procedures?
2. Is the research method described with sufficient clarity (is it replicable)?
3. Is the choice of research method justified?

4. Results / Findings (Book Antiqua 10 pt, justified)
Research findings should be presented in a detailed and objective manner, focusing on reporting without extensive interpretation. Results should be presented in order of importance, beginning with those that address the main research questions.

Quality Assurance Checklist:
1. Are the research findings discussed in detail?
2. Is the line of reasoning presented in this section clear?

5. Discussion (Book Antiqua 10 pt, justified)

This section provides a broader interpretation and context for the findings. Results should be compared with the authors' initial predictions and examined alongside existing research in the field. Any unexpected findings should be explained, highlighting how they either support or challenge current theories.

Quality Assurance Checklist:
1. Have the findings been thoroughly interpreted?
2. Have the results been compared with existing research?
3. What is the outcome of research hypotheses verification?
4. Has it been indicated how the conducted research contributes to the existing body of knowledge?

Important Note: Integration of Results and Discussion sections is permissible

6. Conclusions (Book Antiqua 10 pt, justified)

The Conclusions section should provide a clear summary of the main research findings, along with their theoretical/practical implications, research contribution, limitations and suggestions for future research.

Quality Assurance Checklist:
1. Is there a clear summary of the main findings?
2. Are the theoretical and/or practical implications clearly stated?
3. Is the research contribution clearly explained?
4. Have the research limitations and future research directions been identified?

Acknowledgment (Book Antiqua 10 pt, justified)

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

Declaration of Generative AI and AI-assisted technologies in the writing process (Book Antiqua 10 pt, justified)

Authors are required to declare the use of artificial intelligence (AI) in the process of writing a scientific paper after submission. The use of AI and AI-supported technologies in research must be declared by including an statement when submitting the article:

During the preparation of this work the author(s) used ………………………………. *(name tool / service)* in order to …………………………….. *(reason).* After using this tool/service, the author(s) reviewed and edited the content as needed and take(s) full responsibility for the content of the publication.

References (Book Antiqua, 9 pts, justified)

All sources listed in the References section must be cited within the text of the paper.

The journal follows APA style for citations and references. Please include DOI numbers where available. References must be listed alphabetically by author surname. When citing multiple works by the same author, arrange them alphabetically by title.

Checklist

1. Does the reference list conform to APA Style requirements?
2. Do the bibliographic entries include DOI numbers?
3. Are the references arranged in alphabetical order?

Examples:

References should look as follows:

Book:

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

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

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 paper. In Initial of the name, Surname (Ed.), *Title of monograph* (pp. 1-2). Publishing house. DOI

Theyel, G. (2006). Customer and supplier relations for environmental performance. In J. Sarkis (Ed.), Greening the Supply Chain (pp. 139–149). Springer. https://doi.org/10.1007/1-84628-299-3_8.

An article in the journal:

Surname, Name initial, & Surname, Name initial. (Year). Title of the paper. *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.

Websites

Surname, Initial of the name. (Year, Month day). *Title of document.* The name of the newes website/ The site name. 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/

The name of the organization (A specific a date as possible for the webpage). *Title of document.* http://URL

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

The name of the website (no date). *Title of document.* The name of website agencies. Retrieved Month Day, Year, from http://URL

Kampania 17celów (b.d.). *Agenda 2030.* CSR Consulting. Retrieved December 18, 2024, from: https://www.nist.gov/baldrige/how-baldrige-works/about-baldrige/baldrige-impacts

The literature should be written in the original language. The English translation of the titles should be written in square brackets immediately after the title.

Yuliawati, R., & Sukirman, S. (2015). Faktor-faktor yang mempengaruhi pengungkapan corporate social responsibility [Factors influencing corporate social responsibility disclosure]. *Accounting Analysis Journal*, 4(4). https://doi.org/10.15294/aaj.v4i4.9119

More information: https://apastyle.apa.org/blog/transliterated-titles-references

For any questions regarding reference formatting, please consult the APA guidelines: https://apastyle.apa.org/style-grammar-guidelines/references/examples

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
Total high technology	**374**	**100**	**27.60**

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