

Submission guidelines

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Manuscript Submission

Submission of a manuscript implies: that the work described has not been published before; that it is not under consideration for publication anywhere else; and that its publication has been approved by all co-authors, if any, as well as by the responsible authorities – tacitly or explicitly – at the institute where the work has been carried out. The publisher will not be held legally responsible should there be any claims for compensation.

Double-Blinded Peer Review

Peer review is the system used to assess the quality of a manuscript before it is published. Independent researchers in the relevant research area assess submitted manuscripts for originality, validity and significance to help editors determine whether the manuscript should be published in their journal.

The *Journal of Organization Design* operates a double-blind peer-review system, where the reviewers do not know the names or affiliations of the authors and the reviewer reports provided to the authors are anonymous.

A benefit of double-blind peer review is that it allows reviewers to judge the manuscript based on content alone, and they are not unconsciously biased by knowledge of who the authors are.

Submitted manuscripts will generally be reviewed by two to three experts who will be asked to evaluate whether the manuscript is scientifically sound and coherent, whether it duplicates already-published work, and whether the manuscript is sufficiently clear for publication. Reviewers will also be asked to indicate how interesting and significant the research is. The Editors will reach a decision based on these reports and, where necessary, will consult with members of the Editorial Board.

When preparing your submission to the *Journal of Organization Design*, you must prepare it for double-blinded peer review. To conceal your identity, please upload two separate documents: your blinded manuscript, without identifying details; and your separate title page.

Title Page

The title page should include:

- The name(s) of the author(s)
- A concise and informative title
- The affiliation(s) of the author(s), i.e. institution, (department), city, (state), country
- A clear indication and an active e-mail address of the corresponding author
- If available, the 16-digit ORCID of the author(s)

If address information is provided with the affiliation(s) it will also be published.

For authors that are (temporarily) unaffiliated we will only capture their city and country of residence, not their e-mail address unless specifically requested.

Abstract

Please provide an abstract of 150 to 250 words. The abstract should not contain any undefined abbreviations or unspecified references.

Keywords

Please provide 4 to 6 keywords which can be used for indexing purposes.

Declarations

All manuscripts must contain the following sections under the heading 'Declarations', as part of the title page. This is because the Declarations may

disclose identifying details. If your paper is accepted, your Declarations will be added to the main part of your manuscripts.

The following Declarations should appear on your title page:

Funding (information that explains whether and by whom the research was supported). If you received no funding, you may write “Not applicable.”

Conflicts of interest/Competing interests (include appropriate disclosures). If conflicts of interest or competing interests are not present, you may write “None.”

Availability of data and material (data transparency). You may respond, if relevant, with “Not applicable.”

Code availability (Only use when software application or custom code is involved; otherwise skip)

Authors' contributions (optional).

Please refer to previously published journal articles to see how other *Journal of Organization Design* authors have responded to these Declarations.

Title Page

The title page should include:

- The name(s) of the author(s)
- A concise and informative title
- The affiliation(s) of the author(s), i.e. institution, (department), city, (state), country
- A clear indication and an active e-mail address of the corresponding author
- If available, the 16-digit ORCID of the author(s)

If address information is provided with the affiliation(s) it will also be published.

For authors that are (temporarily) unaffiliated we will only capture their city and country of residence, not their e-mail address unless specifically requested.

Abstract

Please provide an abstract of 150 to 250 words. The abstract should not contain any undefined abbreviations or unspecified references.

Only where applicable:

Trial registration number and date of registration

Trial registration number, date of registration followed by “retrospectively registered”

Keywords

Please provide 4 to 6 keywords which can be used for indexing purposes.

Declarations

All manuscripts must contain the following sections under the heading 'Declarations', within the document itself.

If any of the sections are not relevant to your manuscript, please include the heading and write 'Not applicable' for that section.

Funding (information that explains whether and by whom the research was supported)

Conflicts of interest/Competing interests (include appropriate disclosures)

Availability of data and material (data transparency)

Code availability (Only use when software application or custom code is involved; otherwise skip)

Authors' contributions (optional: please review the submission guidelines from the journal whether statements are mandatory)

Please see the relevant sections in the submission guidelines for further information as well as various examples of wording. Please revise/customize the sample statements according to your own needs.

Classification code

JEL

An appropriate number of JEL codes should be provided. This classification system is prepared and published by the Journal of Economic Literature, see <https://www.aeaweb.org/econlit/jelCodes.php?view=jel>

Acknowledgments

Acknowledgments of people, grants, funds, etc. should be placed in a separate section on the title page. Upon acceptance following double-blinded peer review, the authors will have a chance to revise acknowledgments (e.g. to thank anonymous reviewers), and these acknowledgments will be placed within the manuscript. The names of funding organizations should be written in full.

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Article types

Several different article types may be submitted to the *Journal of Organization Design*. Once you have determined which article type you will submit, we

recommend that you not only read the instructions but also review at least one example of previously published work in the article type of your choice.

Research Articles

Research articles pursue questions, propositions, and hypotheses related to the study of organization design. We seek manuscripts which develop and/or test theory in a rigorous manner and which provide conclusions that are especially relevant to organization design scholars and managers of organizations. Our Research articles draw from a variety of fields including management, strategy, sociology, economics, psychology, and information

Research Primers

Research Primers introduce readers to particular research streams/literatures and articulate implications for organization design.

Each Primer covers all of the following:

- A brief history of evolution of the relevant literature (may include correspondence of theoretical predictions and empirical findings, major debates or divergent perspectives, positioning in the field, and link to other theories/literatures)
- Logical structure of the argument, including (i) causal mechanisms (including definitions and main predictions), (ii) assumptions, (iii) unit/units of analysis and key constructs
- Research design, including (i) an illustration of research questions, (ii) setting, (iii) operationalization, (iv) estimation (include functional form if relevant), and (v) data sources. Also highlight common pitfalls in research design (e.g., inappropriate unit of analysis, operationalization, identification) and, if applicable, tips to avoid them.
- Relevance to organization design
- Potential future directions, overall assessment of the literature

In preparing a Research Primer for submission, keep in mind the following:

- A primer is an introduction to a research stream, akin to tutorials, not a review of it. Accordingly, its structure resembles a (text)book chapter rather than a review article.
- Understanding is more important than depth of coverage; avoid too much information and keep citations to a minimum in the text. Refer the reader to recent reviews (if available).
- Give clear examples throughout.
- The title should be short and direct (e.g., “Institutional theory” rather than “A review of institutional theory in field of management” or “Institutional theory: A review and assessment”).
- Future-looking claims should be farsighted so that they don’t become quickly outdated.
- The length of the manuscript should be about +/-5000 words (excluding the title page, abstract, tables, figures, and references).
- In the spirit of the series, we encourage co-authoring in professor-doctoral student pairs.

Translationals

Translational articles aim to communicate solid organization design advice for managers, on the basis of your research and/or research performed by others.

This may be advice that you previously gave to managers which seemed to resonate with them especially well. Or it may be advice you’d like to give, but need greater visibility for. In these cases, our Translational pieces are for you.

Your Translational must....

1. Be based on empirical or theoretical scholarly research. However, do not include an extensive literature review or a tutorial in the article.
2. Give managers, consultants, and/or other decision-makers a new way of thinking about an organization design problem; or present to them a concrete solution to a widely known organizational design problem.

3. Be written in jargon-free and easily accessible language which readers can understand.

We are looking for Translational articles of 3,000 to 4,000 words (excluding the title page, abstract, tables, figures, and references).

If you have any questions regarding the submission, we encourage you to contact the editors before you start writing your piece or before you submit it. We would be happy to answer any questions you might have.

Point of View articles

A Point of View article presents a new idea or perspective, particularly one that is future oriented.

A point of view is defined as: a particular attitude or way of considering a matter. It is the author's view of a problem and idea of a solution. The problem can be an observation of some management issue which needs to be handled better, or a new idea or way of seeing an issue that the author sees emerging. The solution should be supported by comments, reasoning, facts, a short story, or conjecture. One format is: problem, solution, and support.

In preparing a Point of View article for submission, keep in mind the following:

- We are interested in the point of view of scholars, as well as practitioners who see an issue and may have a solution. The problem can be particular in its origin, but also likely to go beyond the particular situation. The question and why it is interesting is more important than the solution. The solution can be intuitive and reasonable, but need not be supported as a research paper is.
- It is reader focused; the reader should come away thinking that you've posed interesting question; the article should make them think differently about the question or offer a solution that makes some sense and from which they've learned something. A good Point of View could well be the question and inspiration for a research study.

- *What a point of view is not!* - It is not a research paper in format or content. It is a straightforward narrative – a view to the point, if you will. It need not be a model or be supported with data analysis as a research paper. But it must be supported with reason and some facts.

The length of the manuscript should be about +/-2500 words (excluding the title page, abstract, tables, figures, and references).

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A point of view is defined as: a particular attitude or way of considering a matter. It is the author's view of a problem and idea of a solution. The problem can be an observation of some management issue which needs to be handled better, or a new idea or way of seeing an issue that the author sees emerging. The solution should be supported by comments, reasoning, facts, a short story, or conjecture. One format is: problem, solution, and support.

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The length of the manuscript should be about +/-2500 words (excluding the title page, abstract, tables, figures, and references).

Organization Zoo articles

Organization Zoo articles examine unusual forms of organizing which have recently appeared, or which would be considered as outliers compared to traditional organizations, in order to learn more about what in particular they can do as well as their drawbacks.

The organization zoo already has many animals, but sometimes a new or unusual animal appears. We want to describe this new animal and how it behaves, and we want to analyze rare animals to make certain that we fully understand them. One may ask, *What can we learn from outliers?* While statisticians rightly warn us against their non-representativeness, we believe it is also true that thinking carefully about what makes them atypical may improve our understanding of the typical case. This is the premise behind the Organization Zoo series.

Each edition of Organization Zoo is built on a brief write-up of an unusual form of organizing. First, the case is presented, and then several commentators offer their thoughts and opinions about the organization.

Zoo cases are different from regular case studies. The objective of the Organization Zoo series is to curate new or unusual forms of organizing. This means that the company you describe should be unusual, i.e. represent an unusual way of organizing that has not been seen before. Specifically, the novelty should lie in how they organize (i.e. their organization design), not necessarily in their business model or product/service offering.

You should write a brief account, or mini-case +/- 10,000 words long. This description should introduce readers to the most essential and unusual

elements of the company. Primary data is preferred, but if the case is based on secondary data, it is the authors' responsibility to verify facts from public sources to the extent possible.

When you write the account, think about what it is about the company that can inspire industry leaders as well as organization theorists. Think about providing enough description for the readers to derive what they can learn about design from this way of organizing.

We do not restrict zoo cases to corporations. Unusual forms may be observed among NGOs, governments, non-profits, and other organizational forms.

Submission steps for Organization Zoos

Organization Zoo articles, like their subjects, are unusual. This is an invitation-only article type that should be worked out behind the scenes before you officially submit. Follow the steps below.

1 Make your case by proposing a topic to Dorthe Døjbak Håkonsson and/or Phanish Puranam, Associate Editors who focus on the Zoo series. In preparing your proposal, keep in mind the following:

- We are not looking for traditional cases, only brief accounts or mini-cases.
- The unusualness of the company should be relevant to organization design.
- The mini-case should be descriptive, not evaluative. Expert commentators will write short commentaries on what your company means for organizational theorists and practitioners.
- The case should conclude with a paragraph about what makes the case unusual or interesting.

2 If your case is accepted....

The editors will work with you to compile commentaries from numerous people. Once all commentaries are received, all elements of the article (case and commentaries) must be combined into one manuscript with a single corresponding author (usually the author of the Zoo case).

3 Submit your paper

This journal requires all submissions to be blinded before peer review. Please submit your Zoo manuscript with all authors' names removed.

If the editors decide to accept the Zoo following blinded peer review, you will receive a decision letter asking you to add the authors' names below the headings of their respective sections prior to final acceptance.

Commentaries

Commentaries are invitation-only articles that discuss important and emerging issues in the field of organization design.

A Commentary may discuss issues of general interest, summarize an author's own empirical findings, provide an overview of research in an emerging domain, or offer an opinion on an important topic. Commentaries are invited by the Editors-in-Chief and do not undergo double-blind peer review. Editors reserve the right to edit Commentaries for clarity and space.

Commentary authors should not upload their invited manuscripts to Editorial Manager. Instead, submit your manuscript directly to the Editor who invited it. Once a final version is accepted, please email all source files to the Editor. In the body of this email, include your preferred contact email address to which Production will send you proofs for correction.

A Commentary should be between roughly 2,000 and 3,000 words long. In format and style, we recommend that your Commentary be largely consistent with previously published Commentaries. For recent examples, please see "[Organization design as a competitive choice: an application to the](#)

study of innovation" by Metin Sengul and "Headquarters as hardware and software" by Kevin Sharer.

Permissions

Authors wishing to include figures, tables, or text passages that have already been published elsewhere are required to obtain permission from the copyright owner(s) for both the print and online format and to include evidence that such permission has been granted when submitting their papers. Any material received without such evidence will be assumed to originate from the authors.

At initial submission and revision stage, authors may embed figures, tables, text passages, and similar artwork within Word documents. Upon acceptance, source files may be requested.

Online Submission

Please follow the hyperlink "Submit online" on the right and upload all of your manuscript files following the instructions given on the screen.

Text Formatting

Manuscripts should be submitted in Word.

- Use a normal, plain font (e.g., 10-point Times Roman) for text.
- Use italics for emphasis.
- Use the automatic page numbering function to number the pages.
- Do not use field functions.
- Use tab stops or other commands for indents, not the space bar.
- Use the table function, not spreadsheets, to make tables.
- Use the equation editor or MathType for equations.
- Save your file in docx format (Word 2007 or higher) or doc format (older Word versions).

Manuscripts with mathematical content can also be submitted in LaTeX.

[LaTeX macro package \(Download zip, 188 kB\)](#)

Headings

Please use no more than three levels of displayed headings.

Abbreviations

Abbreviations should be defined at first mention and used consistently thereafter.

Footnotes

Footnotes can be used to give additional information, which may include the citation of a reference included in the reference list. They should not consist solely of a reference citation, and they should never include the bibliographic details of a reference. They should also not contain any figures or tables.

Footnotes to the text are numbered consecutively; those to tables should be indicated by superscript lower-case letters (or asterisks for significance values and other statistical data). Footnotes to the title or the authors of the article are not given reference symbols.

Always use footnotes instead of endnotes.

Scientific style

Please always use internationally accepted signs and symbols for units (SI units).

Please use the standard mathematical notation for formulae, symbols etc.:

Italic for single letters that denote mathematical constants, variables, and unknown quantities

Roman/upright for numerals, operators, and punctuation, and commonly defined functions or abbreviations, e.g., cos, det, e or exp, lim, log, max, min, sin, tan, d (for derivative)

Bold for vectors, tensors, and matrices.

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References

Citation

Cite references in the text by name and year in parentheses. Some examples:

- Negotiation research spans many disciplines (Thompson 1990).
- This result was later contradicted by Becker and Seligman (1996).
- This effect has been widely studied (Abbott 1991; Barakat et al. 1995a, b; Kelso and Smith 1998; Medvec et al. 1999, 2000).

Reference list

The list of references should only include works that are cited in the text and that have been published or accepted for publication. Personal communications and unpublished works should only be mentioned in the text. Do not use footnotes or endnotes as a substitute for a reference list.

Reference list entries should be alphabetized by the last names of the first author of each work. Order multi-author publications of the same first author alphabetically with respect to second, third, etc. author. Publications of exactly the same author(s) must be ordered chronologically.

- Journal article

Gamelin FX, Baquet G, Berthoin S, Thevenet D, Nourry C, Nottin S, Bosquet L (2009) Effect of high intensity intermittent training on heart

rate variability in prepubescent children. *Eur J Appl Physiol* 105:731-738. <https://doi.org/10.1007/s00421-008-0955-8>

Ideally, the names of all authors should be provided, but the usage of “et al” in long author lists will also be accepted:

Smith J, Jones M Jr, Houghton L et al (1999) Future of health insurance. *N Engl J Med* 965:325–329

- Article by DOI

Slifka MK, Whitton JL (2000) Clinical implications of dysregulated cytokine production. *J Mol Med*. <https://doi.org/10.1007/s001090000086>

- Book

South J, Blass B (2001) *The future of modern genomics*. Blackwell, London

- Book chapter

Brown B, Aaron M (2001) The politics of nature. In: Smith J (ed) *The rise of modern genomics*, 3rd edn. Wiley, New York, pp 230-257

- Online document

Cartwright J (2007) Big stars have weather too. IOP Publishing PhysicsWeb. <http://physicsweb.org/articles/news/11/6/16/1>. Accessed 26 June 2007

- Dissertation

Trent JW (1975) *Experimental acute renal failure*. Dissertation, University of California

Always use the standard abbreviation of a journal's name according to the ISSN List of Title Word Abbreviations, see

ISSN LTWA

If you are unsure, please use the full journal title.

For authors using EndNote, Springer provides an output style that supports the formatting of in-text citations and reference list.

[EndNote style \(Download zip, 3 kB\)](#)

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Tables

- All tables are to be numbered using Arabic numerals.
- Tables should always be cited in text in consecutive numerical order.
- For each table, please supply a table caption (title) explaining the components of the table.
- Identify any previously published material by giving the original source in the form of a reference at the end of the table caption.
- Footnotes to tables should be indicated by superscript lower-case letters (or asterisks for significance values and other statistical data) and included beneath the table body.

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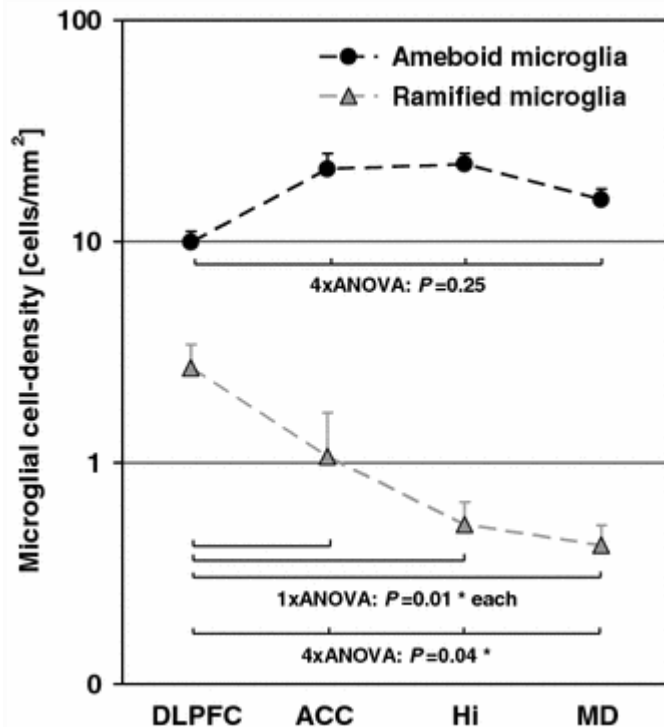
Artwork and Illustrations Guidelines

Electronic Figure Submission

- Supply all figures electronically.
- Indicate what graphics program was used to create the artwork.
- For vector graphics, the preferred format is EPS; for halftones, please use TIFF format. MSOffice files are also acceptable.

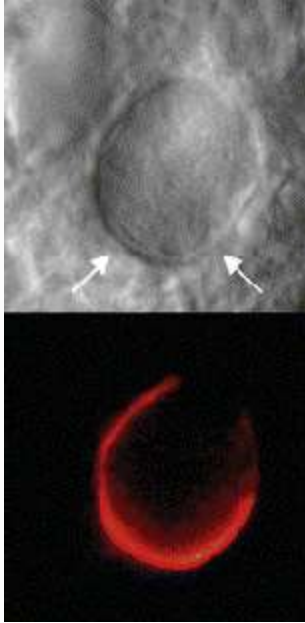
- Vector graphics containing fonts must have the fonts embedded in the files.
- Name your figure files with "Fig" and the figure number, e.g., Fig1.eps.

Line Art



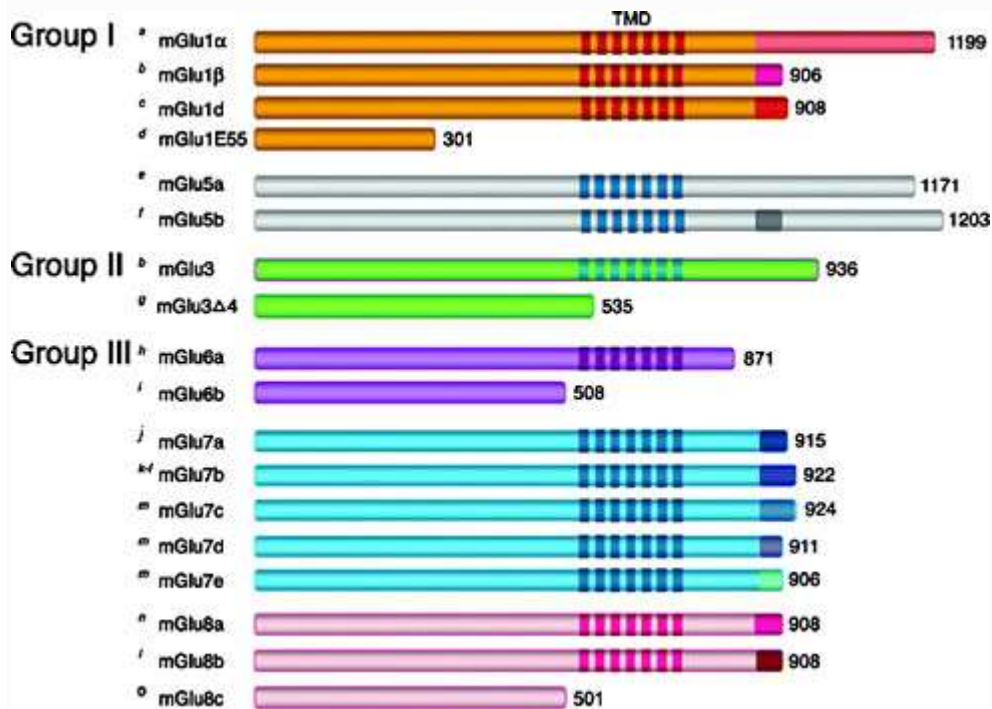
- Definition: Black and white graphic with no shading.
- Do not use faint lines and/or lettering and check that all lines and lettering within the figures are legible at final size.
- All lines should be at least 0.1 mm (0.3 pt) wide.
- Scanned line drawings and line drawings in bitmap format should have a minimum resolution of 1200 dpi.
- Vector graphics containing fonts must have the fonts embedded in the files.

Halftone Art



- Definition: Photographs, drawings, or paintings with fine shading, etc.
- If any magnification is used in the photographs, indicate this by using scale bars within the figures themselves.
- Halftones should have a minimum resolution of 300 dpi.

Combination Art



- Definition: a combination of halftone and line art, e.g., halftones containing line drawing, extensive lettering, color diagrams, etc.
- Combination artwork should have a minimum resolution of 600 dpi.

Color Art

- Color art is free of charge for online publication.
- If black and white will be shown in the print version, make sure that the main information will still be visible. Many colors are not distinguishable from one another when converted to black and white. A simple way to check this is to make a xerographic copy to see if the necessary distinctions between the different colors are still apparent.
- If the figures will be printed in black and white, do not refer to color in the captions.
- Color illustrations should be submitted as RGB (8 bits per channel).

Figure Lettering

- To add lettering, it is best to use Helvetica or Arial (sans serif fonts).
- Keep lettering consistently sized throughout your final-sized artwork, usually about 2–3 mm (8–12 pt).
- Variance of type size within an illustration should be minimal, e.g., do not use 8-pt type on an axis and 20-pt type for the axis label.
- Avoid effects such as shading, outline letters, etc.
- Do not include titles or captions within your illustrations.

Figure Numbering

- All figures are to be numbered using Arabic numerals.
- Figures should always be cited in text in consecutive numerical order.
- Figure parts should be denoted by lowercase letters (a, b, c, etc.).
- If an appendix appears in your article and it contains one or more figures, continue the consecutive numbering of the main text. Do not number the appendix figures, "A1, A2, A3, etc." Figures in online appendices (Electronic Supplementary Material) should, however, be numbered separately.

Figure Captions

- Each figure should have a concise caption describing accurately what the figure depicts. Include the captions in the text file of the manuscript, not in the figure file.
- Figure captions begin with the term **Fig.** in bold type, followed by the figure number, also in bold type.
- No punctuation is to be included after the number, nor is any punctuation to be placed at the end of the caption.
- Identify all elements found in the figure in the figure caption; and use boxes, circles, etc., as coordinate points in graphs.
- Identify previously published material by giving the original source in the form of a reference citation at the end of the figure caption.

Figure Placement and Size

- Figures should be submitted separately from the text, if possible.
- When preparing your figures, size figures to fit in the column width.
- For large-sized journals the figures should be 84 mm (for double-column text areas), or 174 mm (for single-column text areas) wide and not higher than 234 mm.
- For small-sized journals, the figures should be 119 mm wide and not higher than 195 mm.

Permissions

If you include figures that have already been published elsewhere, you must obtain permission from the copyright owner(s) for both the print and online format. Please be aware that some publishers do not grant electronic rights for free and that Springer will not be able to refund any costs that may have occurred to receive these permissions. In such cases, material from other sources should be used.

Accessibility

In order to give people of all abilities and disabilities access to the content of your figures, please make sure that

- All figures have descriptive captions (blind users could then use a text-to-speech software or a text-to-Braille hardware)
- Patterns are used instead of or in addition to colors for conveying information (colorblind users would then be able to distinguish the visual elements)
- Any figure lettering has a contrast ratio of at least 4.5:1

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Electronic Supplementary Material

Springer accepts electronic multimedia files (animations, movies, audio, etc.) and other supplementary files to be published online along with an article or a book chapter. This feature can add dimension to the author's article, as certain information cannot be printed or is more convenient in electronic form.

Before submitting research datasets as electronic supplementary material, authors should read the journal's Research data policy. We encourage research data to be archived in data repositories wherever possible.

Submission

- Supply all supplementary material in standard file formats.
- Please include in each file the following information: article title, journal name, author names; affiliation and e-mail address of the corresponding author.
- To accommodate user downloads, please keep in mind that larger-sized files may require very long download times and that some users may experience other problems during downloading.

Audio, Video, and Animations

- Aspect ratio: 16:9 or 4:3
- Maximum file size: 25 GB
- Minimum video duration: 1 sec

- Supported file formats: avi, wmv, mp4, mov, m2p, mp2, mpg, mpeg, flv, mxf, mts, m4v, 3gp

Text and Presentations

- Submit your material in PDF format; .doc or .ppt files are not suitable for long-term viability.
- Figures and tables may be embedded within Word documents, and then saved as PDFs.
- A collection of figures may also be combined in a PDF file.
- If your paper is accepted, the original files must be available for publication in the final published version.

Spreadsheets

- Spreadsheets should be submitted as .csv or .xlsx files (MS Excel).

Specialized Formats

- Specialized format such as .pdb (chemical), .wrl (VRML), .nb (Mathematica notebook), and .tex can also be supplied.

Collecting Multiple Files

- It is possible to collect multiple files in a .zip or .gz file.

Numbering

- If supplying any supplementary material, the text must make specific mention of the material as a citation, similar to that of figures and tables.
- Refer to the supplementary files as “Online Resource”, e.g., “... as shown in the animation (Online Resource 3)”, “... additional data are given in Online Resource 4”.
- Name the files consecutively, e.g. “ESM_3.mpg”, “ESM_4.pdf”.

Captions

- For each supplementary material, please supply a concise caption describing the content of the file.

Processing of supplementary files

- Electronic supplementary material will be published as received from the author without any conversion, editing, or reformatting.

Accessibility

In order to give people of all abilities and disabilities access to the content of your supplementary files, please make sure that

- The manuscript contains a descriptive caption for each supplementary material
- Video files do not contain anything that flashes more than three times per second (so that users prone to seizures caused by such effects are not put at risk)

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English Language Editing

For editors and reviewers to accurately assess the work presented in your manuscript you need to ensure the English language is of sufficient quality to be understood. If you need help with writing in English you should consider:

- Asking a colleague who is a native English speaker to review your manuscript for clarity.
- Visiting the English language tutorial which covers the common mistakes when writing in English.
- Using a professional language editing service where editors will improve the English to ensure that your meaning is clear and identify problems that require your review. Two such services are provided by our affiliates Nature Research Editing Service and American Journal

Experts. Springer authors are entitled to a 10% discount on their first submission to either of these services, simply follow the links below.

[English language tutorial](#)

[Nature Research Editing Service](#)

[American Journal Experts](#)

Please note that the use of a language editing service is not a requirement for publication in this journal and does not imply or guarantee that the article will be selected for peer review or accepted.

If your manuscript is accepted it will be checked by our copyeditors for spelling and formal style before publication.

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为便于编辑和评审专家准确评估您稿件中陈述的研究工作，您需要确保您的英语语言质量足以令人理解。如果您需要英文写作方面的帮助，您可以考虑：

- 请一位以英语为母语的同事审核您的稿件是否表意清晰。
- 查看一些有关英语写作中常见语言错误的教程。
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