

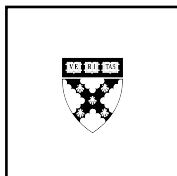
# Citation Guide

**2010–11 ACADEMIC YEAR**

Copyright © 2002–2010 by the President and Fellows of Harvard College. All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means without permission of the Harvard Business School. Harvard Business School must reserve the right to make changes at any time affecting policies, fees, curricula, courses, degrees, and programs offered (including the modification or possible elimination of degrees and programs); rules pertaining to conduct or discipline; or any other matters cited in this publication. While every effort has been made to ensure that this publication is accurate and up to date, it may include typographical or other errors.

If you have any comments about this guide, please contact [rreiser@hbs.edu](mailto:rreiser@hbs.edu) or [infoservices@hbs.edu](mailto:infoservices@hbs.edu).

Printed October 2010



# Table of Contents

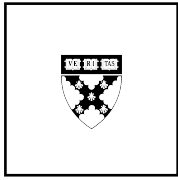
---

<b>About This Guide</b>	<b>4</b>
<b>Purpose of Citations</b>	<b>4</b>
<b>What to Cite</b>	<b>4</b>
<hr/>	
<b>Types of Citations: Footnotes, Source Lines, and Bibliographies</b>	<b>5</b>
Footnotes and Endnotes	5
Source Lines	5
Bibliographies	6
<b>Repeating a Citation</b>	<b>6</b>
Ibid.	6
Shortened Footnote	7
<b>Creating New Citation Styles</b>	<b>7</b>
<b>Permission Requirements</b>	<b>8</b>
<hr/>	
<b>Examples of Citations</b>	<b>9</b>
Advertisements	9
Analyst Reports	10
Annual Reports (Printed)	10
Annual Reports (Online)	11
Articles	11
Blogs	12
Bond Prospectuses	13
Books (Printed)	13
Books (Online)	15
Brochures	16
Cases (Printed)	17
Cases (Online)	17
Charts	18
Citation within a Citation	18
Classroom Discussions	18
Compiled Information	18
Conference Papers	19
Databases	20
Downloaded Documents	20
E-mail	20

Films	20
Government Documents	21
Illustrations	22
Interviews	22
Journals	23
Legal Cases	23
Magazines	23
Maps	23
Market Research Reports	24
Memorandums	24
Minisodes	25
Movies	25
News Websites	25
News Wires	26
Newspapers (Printed)	26
Newspapers (Online)	27
Notes	27
Periodicals (Printed)	28
Periodicals (Online)	28
Podcasts	29
Powerpoint Presentations	29
Press Releases	30
Proceedings	30
Radio Programs	30
SEC Filings	31
Secondary Sources	31
Slide Presentations	32
Tables	32
Technical Notes	33
Television Programs	33
Theses and Dissertations	33
Unpublished Papers	33
Videos	34
Webcasts	34
Websites	35
Working Papers (Printed)	35
Working Papers (Online)	35

<b>Citations of Commercial Databases</b>	<b>36</b>
ABI/INFORM	36
Bloomberg	36
Business Source Complete	37
Capital IQ	37
Compustat	37
Datastream	37
Deal Pipeline	37
Economist Intelligence Unit (EIU)	37
eMarketer	37
Euromonitor	37
Factiva	37
First Research	37
Forrester	38
Frost & Sullivan	38
Gartner	38
Global Financial Data	38
Global Market Information Database (GMID)	38
Hoover's	38
I/B/E/S	38
ISI Emerging Markets	39
JSTOR	39
LexisNexis	39
MarketResearch.com Academic	39
Mintel	39
OneSource	39
SDC (Securities Data Company)	39
SourceOECD	39
Standard & Poor's (S&P)	40
Thomson ONE Banker	40
World Development Indicators (WDI Online)	40

<b>Endnotes</b>	<b>41</b>
<b>Bibliography</b>	<b>42</b>



# Citation Guidelines

---

## > 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*, which 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](mailto:rreiser@hbs.edu).

## > Purpose of Citations

There are three main reasons to include citations in your papers:

- To give credit to the authors of the source materials you used when writing the paper.
- To enable readers to follow up on the source materials.
- To demonstrate that your paper is well-researched.

There are many ways to document one's research. The following guidelines, based on *The Chicago Manual of Style*, 15th ed., present one method. Whichever method you choose, it is important to follow a format that is clear and consistent.

## > What to Cite

You should cite all direct quotations, paraphrased factual statements, and borrowed ideas. The only items that do not need to be cited are facts that seem to be common knowledge, such as the date of the stock market crash. However, if you present facts in someone else's words, you should cite the source of those words. In addition, if you paraphrase large amounts of information from one source, you should cite that source, as emphasized in Harvard University's Expository Writing guidelines:

When you draw a *great deal* of information from a *single* source, you should cite that source even if the information is common knowledge, since the source (and its particular way of organizing the information) has made a significant contribution to your paper.<sup>1</sup>

Failure to give credit to the words and ideas of an original author is plagiarism. Most people do not intend to commit plagiarism but may do so inadvertently because they are in a hurry or because of sloppy work habits. For tips on how to avoid plagiarism, see the following resources:

"Misuse of Sources," in Gordon Harvey, *Writing with Sources: A Guide for Harvard Students*, second edition (Indianapolis/Cambridge: Hackett Publishing Company, 2008).

"Working Habits that Work," in *Academic Integrity at Princeton, Princeton University*, <http://www.princeton.edu/pr/pub/integrity/08/habits>.

"Policy on Plagiarism & Collaboration," on the HBS MBA website, [http://my.hbs.edu/mbadocs/admin/quick\\_info/policies/academic/stuwork/plagiarism.jhtml](http://my.hbs.edu/mbadocs/admin/quick_info/policies/academic/stuwork/plagiarism.jhtml).

---

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

Citations can appear in three main forms: footnotes (or endnotes), source lines, and bibliographies. Each form contains similar information arranged in a different way. The following sections provide details about each form.

### Footnotes and Endnotes

Footnotes and endnotes have the same function—to cite the exact page of a source you refer to in your paper. The only difference between footnotes and endnotes is placement: footnotes appear at the bottom of the page, whereas endnotes appear at the end of the document.

The main characteristics of footnotes and endnotes are as follows:

- They are preceded by a number.
- 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."<sup>32</sup>

#### Corresponding footnote or endnote

<sup>32</sup> William A. Sahlman, "How to Write a Great Business Plan," *Harvard Business Review* 75 (July–August 1997): 103.

### Source Lines

Source lines typically appear under charts, exhibits, tables, and other graphical items. Source lines should acknowledge the source of the graphic or the data that was used to create it. A source line begins with the word *Source* and continues with the same information that would appear in a footnote or endnote.

The following are some examples of source lines:

**Source:** Jon F. Thompson, *Cycle World*, vol. 35, no. 6 (June 2008), p. 23.

**Source:** "Worldwide Semiconductor Shipments," Semiconductor Industry Association website, [http://www.sia-online.org/downloads/ww\\_shipments.pdf](http://www.sia-online.org/downloads/ww_shipments.pdf), accessed August 2009.

**Source:** Compiled from Bloomberg LP, LexisNexis, and SEC filings data, May 2008.

**Source:** Casewriter's diagram based on Rhythms NetConnections, Inc. price data for April 7, 2007 through April 30, 2008, obtained from Thomson Reuters Datastream, accessed November 2008.

## Citation Guidelines – continued

---

### Bibliographies

A bibliography lists all of the references you used to create a research paper. The bibliography appears at the end of the paper, after the endnotes, if any.

If you have included footnotes (or endnotes) and source lines in your paper, then **you do not need to include a bibliography unless your professor has requested one.**

Bibliographies have the following formatting conventions:

- The first 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.
- Entries are arranged alphabetically by the author's last name, or by the first word of the title if no author is listed.

Bibliographies typically appear in documents that use the author-date style of citation, which is not shown here for space reasons. The following is an example of the author-date style:

Reference in text: (Calabrese and Loften, 2000)

Bibliography entry: Calabrese, Edward, and Peter Loften (2000). "The chronic effects of fluoride on the estuarine amphipods," *Water Research* 16:1313–17.

For more information about the author-date style of citations, see chapters 16 and 17 in *The Chicago Manual of Style*, 15th. ed.

### > 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. See the following examples of each style.

#### **Ibid.**

Use *Ibid.* to repeat a footnote that appears immediately before 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:

<sup>50</sup> Thomas Smith, "New Debate over Business Records," *The New York Times*, December 31, 1978, sec. 3, p 5.

<sup>51</sup> *Ibid.*, p. 6.

---

## Shortened Footnote

Use the shortened footnote style to repeat a note that is before, but not contiguous to, the current footnote.

The shortened note should include enough information to help readers identify the source — i.e., the last name of the author; enough of the title to be clear; and the page number, if different from the first. For example: <sup>2</sup>

<sup>1</sup> Samuel A. Morley, *Poverty and Inequality in Latin America: The Impact of Adjustment and Recovery* (Baltimore: Johns Hopkins University Press, 1995), pp. 24–25.

<sup>2</sup> [Citation of different source]

<sup>3</sup> Morley, *Poverty and Inequality*, p. 43.

## > Creating New Citation Styles

If you cannot find an example of the type of source material you want to cite, and if you have exhausted other resources (including *The Chicago Manual of Style* and [rreiser@hbs.edu](mailto:rreiser@hbs.edu)), then just cite all of the details that would help a reader find the source easily. Think about the four “W”s: WHO created the work, WHAT is the title and type of information, WHEN was it published, and WHERE can one find it?

The following examples show citations that were created without templates but that are precise and easy to follow:

Author’s e-mail survey of students from MBA class of 2009, November 12–15, 2010, Harvard Business School, Boston, MA.

Clarence Saunders, “Documentary Evidence about Piggly Wiggly,” Harvard pre-1920 social history/business preservation microfilm project, available from Historical Collections, Baker Library, Harvard Business School, Microfilm HD Box #136.

Caroline J. Ferguson and Barbara A. Schaal, “Phylogeography of *Phlox pilosa* subsp. *ozarkana*,” poster presented at the 16th International Botanical Congress, St. Louis, 1999.<sup>3</sup>

David Hanson, “The Provenance of the Ruskin-Allen Letters (computer printout, Department of English, Southeastern University, 2001), p. 16.<sup>4</sup>

## Citation Guidelines – continued

---

When you are citing unusual source materials, don't worry about following a particular format; instead, just include all of the details that would help readers locate the information quickly. It is always better to provide readers with too much rather than too little source information.

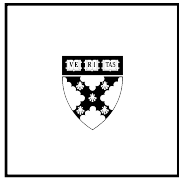
### > **Permission Requirements**

If you plan to publish a paper or distribute it widely (e.g., on a website), and if the paper contains the following kinds of information, you may need permission from the copyright holder:

- Graphical items (charts, graphs, maps, photographs, tables, etc.)
- Entire documents or articles
- Excerpts of text or data

Be sure to check the copyright holder's permission requirements before redistributing any of their information outside the classroom.





# Examples of Citations

---

This section shows examples of citations for the most common kinds of source materials. For information about citing other kinds of materials, see *Creating New Citation Styles* on p. 7, or contact [rreiser@hbs.edu](mailto:rreiser@hbs.edu).

A few notes about the examples:

- The term *periodical* refers to journals and magazines.
- For brevity, access dates in the examples show only the month and year (e.g., June 2009). If you are citing information that is updated frequently or pertains to a time-sensitive field such as medicine, then you might want to include complete access dates.
- 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 appear first.

---

## > Advertisements

### Television<sup>5</sup>      Footnote

<sup>1</sup> 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.

---

### On the Web      Footnote

<sup>2</sup> 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](http://www.andyawards.com/winners.2000/last_television3.html), accessed August 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](http://www.andyawards.com/winners.2000/last_television3.html),  
accessed August 2002.

---

## Examples of Citations – continued

---

### > Analyst Reports

<b>Signed (on the Web)</b>	<b>Footnote</b> <sup>3</sup> Steve Weinstein, “High Growth in search creates opportunities for niche players,” Pacific Crest Securities, November 4, 2003, p. 11, <a href="http://www.pacific-crest.com">http://www.pacific-crest.com</a> , accessed December 2008.
--------------------------------	--

	<b>Bibliography</b> Weinstein, Steve. “High Growth in search creates opportunities for niche players.” Pacific Crest Securities, November 4, 2003. <a href="http://www.pacific-crest.com">http://www.pacific-crest.com</a> , accessed December 2008.
--	---

---

<b>Unsigned</b>	<b>Footnote</b> <sup>4</sup> Wachovia Capital Markets, LLC, “Perspectives on the U.S. Restaurant Industry,” August 20, 2007.
-----------------	---

---

<b>Unsigned (database)</b>	<b>Footnote</b> <sup>4</sup> Wachovia Capital Markets, LLC, “Perspectives on the U.S. Restaurant Industry,” August 20, 2007, via Thomson Research/Investext, accessed September 2009.
--------------------------------	--

---

### > Annual Reports (Printed)

<b>Printed</b>	<b>Footnote</b> <sup>3</sup> General Motors, 2001 Annual Report (Detroit: General Motors, 2002), p. 34.
----------------	--

	<b>Bibliography</b> General Motors. 2001 Annual Report. Detroit: General Motors, 2002.
--	---

**Note:** Publication details, such as the location and name of publisher, are optional in citations of annual reports. These publication details have been omitted in the following examples of online annual reports.

---

---

## > Annual Reports (Online)

### **On the Web      Footnote**

**(company website)**      <sup>4</sup> General Motors, 2006 Annual Report, p. 58, [http://www.gm.com/corporate/investor\\_information/docs/fin\\_data/gm06ar/download/gm06ar.pdf](http://www.gm.com/corporate/investor_information/docs/fin_data/gm06ar/download/gm06ar.pdf), accessed September 2007.

### **Bibliography**

General Motors. 2006 Annual Report. [http://www.gm.com/corporate/investor\\_information/docs/fin\\_data/gm06ar/download/gm06ar.pdf](http://www.gm.com/corporate/investor_information/docs/fin_data/gm06ar/download/gm06ar.pdf), accessed September 2007.

---

### **On the Web      Footnote**

**(database)**      <sup>5</sup> General Motors, 2006 Annual Report, p. 58, via Thomson Research/Investext, accessed September 2007.

### **Bibliography**

General Motors. 2006 Annual Report. Thomson Research/Investext, accessed September 2007.

---

### **CD-ROM      Footnote**

**(LaserD)**      <sup>6</sup> General Motors, 2001 Annual Report, p. 34, available from Thomson Reuters Datastream, Global Access/Laser CD-ROM, disc no. A2015.

### **Bibliography**

General Motors. 2001 Annual Report. Available from Thomson Reuters Datastream, Global Access/Laser CD-ROM, disc no. A2015.

---

## > Articles

See *Newspapers* and *Periodicals*.

---

## Examples of Citations – continued

---

### > Blogs

<b>Blog entry or post</b>	<b>Footnote</b>
	Stephan Spencer, “Teen Blogger Says ‘No’ to Mowing the Lawn,” August 14, 2007, post on blog “Stephan Spencer’s Scatterings,” Business Blog Consulting, <a href="http://businessblogconsulting.com/">http://businessblogconsulting.com/</a> , accessed September 2007.

---

<b>Comment on blog entry or post</b>	<b>Footnote</b>
	Terra Andersen, “[First few words of comment...],” August 21, 2007, comment on Stephan Spencer’s post “Teen Blogger Says ‘No’ to Mowing the Lawn,” August 14, 2007, on blog “Stephan Spencer’s Scatterings,” Business Blog Consulting, [URL of comment], accessed September 2007.

#### **Bibliography**

Andersen, Terra. “That’s wonderful!...” August 21, 2007, comment on Stephan Spencer’s post “Teen Blogger Says ‘No’ to Mowing the Lawn,” August 14, 2007. “Stephan Spencer’s Scatterings,” Business Blog Consulting. [URL of comment], accessed September 2007.

---

<b>Blog entry or post</b>	<b>Footnote</b>
	<sup>7</sup> John Quelch, “How to Profit from Scarcity,” August 31, 2007, post on blog “Marketing KnowHow,” Harvard Business Online, <a href="http://discussionleader.hbsp.com/quelch/2007/08/how_to_profit_from_scarcity_1.html">http://discussionleader.hbsp.com/quelch/2007/08/how_to_profit_from_scarcity_1.html</a> , accessed September 9, 2007.

---

<b>Comment on blog entry or post</b>	<b>Footnote</b>
	<sup>8</sup> John Davis, “I agree that scarcity...,” September 4, 2007, comment on John Quelch’s post “How to Profit from Scarcity,” August 31, 2007, on blog “Marketing KnowHow,” Harvard Business Online, <a href="http://discussionleader.hbsp.com/quelch/2007/08/how_to_profit_from_scarcity_1.html#comments">http://discussionleader.hbsp.com/quelch/2007/08/how_to_profit_from_scarcity_1.html#comments</a> , accessed September 9, 2007.

#### **Bibliography**

Davis, John. “I agree that scarcity...” September 4, 2007, comment on John Quelch’s post “How to Profit from Scarcity,” August 31, 2007. “Marketing KnowHow,” Harvard Business Online. [http://discussionleader.hbsp.com/quelch/2007/08/how\\_to\\_profit\\_from\\_scarcity\\_1.html#comments](http://discussionleader.hbsp.com/quelch/2007/08/how_to_profit_from_scarcity_1.html#comments), accessed September 2007.

---

---

## > Bond Prospectuses

### Footnote

<sup>9</sup> 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

<sup>10</sup> 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

<sup>11</sup> 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

<sup>12</sup> 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.

---

## Examples of Citations – continued

---

### > Books (Printed) – continued

**More than  
three  
authors**

**Footnote**

<sup>13</sup> 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**

<sup>14</sup> 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.

---

**Multiple  
editors**

**Footnote**

<sup>15</sup> 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.

---

**Corporate  
author  
(company or  
association)**

**Footnote**

<sup>16</sup> 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.

---

---

**Edition****Footnote**

<sup>17</sup> 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**

<sup>18</sup> 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)****On the Web****Footnote**

<sup>19</sup> Gregory J. E. Rawlins, *Moths to the Flame* (Cambridge: MIT Press, 1996), <http://www-mitpress.mit.edu/e-books/Moths/>, accessed August 1997.

**Bibliography**

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

---

**CD-ROM****Footnote**

<sup>20</sup> *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.

---

## Examples of Citations – continued

---

### > Brochures

#### Signed

##### Footnote

<sup>21</sup> *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

<sup>22</sup> *Reinventing Software*, IBM corporate brochure (White Plains, NY, December 2002), p. 3.

##### Bibliography

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

---

##### Footnote

<sup>23</sup> *Lifestyles in Retirement*, Library Series (New York: TIAA-CREF, 1996), p. 4.

##### Bibliography

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

---

##### Footnote

<sup>24</sup> *Altera Corporate Overview*, from Altera website, <http://www.altera.com/corporate/overview/ovr-index.html>, accessed October 2003.

##### Bibliography

*Altera Corporate Overview*. From Altera website, <http://www.altera.com/corporate/overview/ovr-index.html>, accessed October 2003.

---



---

## > Cases (Printed)

### Printed

#### Footnote

<sup>25</sup> V. Kasturi Rangan, "Population Services International: The Social Marketing Project in Bangladesh," HBS 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 No. 586-013. Boston: Harvard Business School Publishing, 1993.

---

## > Cases (Online)

### On the Web

#### Footnote

<sup>26</sup> Amy C. Edmondson and Laura R. Feldman, "Group Process in the Challenger Launch Decision (A)," HBS No. 603-068 (Boston: Harvard Business School Publishing, 2002), Harvard Business Online, <http://harvardbusinessonline.hbsp.harvard.edu>,

#### Bibliography

Edmondson, Amy C., and Laura R. Feldman. "Group Process in the Challenger Launch Decision (A)." HBS No. 603-068 (Boston: Harvard Business School Publishing, 2002). Harvard Business Online. <http://harvardbusinessonline.hbsp.harvard.edu>, accessed September 2007.

---

#### Footnote

<sup>27</sup> Michael J. Enright et al., "Daewoo and the Korean Chaebol," University of Hong Kong case no. HKU143 (University of Hong Kong, August 2001), via Harvard Business Online, <http://harvardbusinessonline.hbsp.harvard.edu/>, accessed March 2007.

#### Bibliography

Enright, Michael J., et al. "Daewoo and the Korean Chaebol." University of Hong Kong case no. HKU143 (University of Hong Kong, August 2001). Harvard Business Online. <http://harvardbusinessonline.hbsp.harvard.edu/>, accessed March 2007.

---

## Examples of Citations – continued

---

### > Charts

**Note:** When citing a chart, illustration, or other graphical item, use the same style that is used to cite tables. See *Tables*.

---

### > Citation within a Citation

See *Secondary Sources*.

---

### > Classroom Discussions

#### Live classes

#### Footnote

<sup>28</sup> 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.

---

### > Compiled Information

The way that you create graphical items such as charts, exhibits, tables, etc., determines how you should word the source lines. The following examples show different ways of wording source lines depending on how you created the item.

#### Item copied directly from a single source

#### Source

[Cite source exactly as it is.]

---

#### Item compiled from different sources

#### Source

Compiled from [SOURCE 1], [SOURCE 2], and [SOURCE 3].

---

#### Item compiled from different different sources, including author's own calculations

#### Source

Compiled from [SOURCE 1], [SOURCE 2], and author's calculations.

---

---

<b>Item in format created by author but based on data from various sources</b>	<b>Source:</b> Author, based on data from [SOURCE 1], [SOURCE 2], and [SOURCE 3].
--	--

---

## > Conference Papers

<b>Published (in printed form)</b>	<b>Footnote</b> <sup>29</sup> J. Wiklund, F. Delmar, and K. Sjöberg, “Selection of the Fittest? How Human Capital Affects High-Potential Entrepreneurship,” Proceedings of the Academy of Management 2004 Conference, New Orleans, LA, August 6–11, 2004, pp. 246–250.
--	---

### **Bibliography**

Wiklund, J., F. Delmar, and K. Sjöberg. “Selection of the Fittest? How Human Capital Affects High-Potential Entrepreneurship,” Proceedings of the Academy of Management 2004 Conference, New Orleans, LA, August 6–11, 2004, pp. 246–250.

---

<b>Published (in online form)</b>	<b>Footnote</b> <sup>30</sup> Mark T. Leary and Michael R. Roberts, “Do Firms Rebalance Their Capital Structures?” June 7, 2004, 14th Annual Utah Winter Finance Conference; Tuck Contemporary Corporate Finance Issues III Conference Paper, available on SSRN website, <a href="http://ssrn.com/abstract=571002">http://ssrn.com/abstract=571002</a> , accessed October 2005.
---	--

### **Bibliography**

Leary, Mark T., and Roberts, Michael R. “Do Firms Rebalance Their Capital Structures?” June 7, 2004, 14th Annual Utah Winter Finance Conference; Tuck Contemporary Corporate Finance Issues III Conference Paper. SSRN website. <http://ssrn.com/abstract=571002>, accessed September 2007.

---

<b>Unpublished</b>	<b>Footnote</b> <sup>31</sup> Sarah Dodd, “Transnational Differences in Entrepreneurial Networks,” paper presented at the Eighth Global Entrepreneurship Research Conference, INSEAD, Fontainebleau, France, June 1998.
--------------------	--

### **Bibliography**

Dodd, Sarah. “Transnational Differences in Entrepreneurial Networks.” Paper presented at the Eighth Global Entrepreneurship Research Conference, INSEAD, Fontainebleau, France, June 1998.

---

## Examples of Citations – continued

---

### > Conference Papers (continued)

#### Unpublished Footnote

<sup>31</sup> Victor G. Vogel, M.D., M.H.S., incoming national vice president of research, American Cancer Society, and professor of medicine and epidemiology, University of Pittsburgh; and Sarah F. Marshall, senior statistician, University of California, Irvine; December 12, 2008, presentation, San Antonio Breast Cancer Symposium, Texas.

---

### > Databases

For examples of how to cite information from databases, see *Citations of Commercial Databases* on p. 36.

---

### > Downloaded Documents

#### Footnote

<sup>31</sup> National Venture Capital Association, “Venture Capital 101” (PDF file), downloaded from NVCA website, [http://nvca.org/index.php?option=com\\_content&view=article&id=141&Itemid=133](http://nvca.org/index.php?option=com_content&view=article&id=141&Itemid=133), accessed August 19, 2009.

#### Footnote

<sup>31</sup> Financial Management Service, U.S. Treasury, Summary Report of the 2008 Financial Report of the United States Government (“The Federal Government’s Financial Health”), Table 1: Budget Deficit vs. Net Operating Cost (p. 4), downloaded from [www.fms.treas.gov/frsummary/index.html](http://www.fms.treas.gov/frsummary/index.html), September 30, 2009.

---

### > E-Mail

#### Footnote

<sup>32</sup> [Sender], “[Subject],” e-mail message to [Receipient], [Date].

**Note:** *The Chicago Manual of Style* says the following about e-mail addresses in citations: “An e-mail address belonging to an individual should be omitted. Should it be needed in a specific context, it must be cited only with the permission of its owner.”<sup>6</sup>

---

### > Films

See *Movies, Videos, Webcasts*.

---

---

## > Government Documents

### **Congressional bills <sup>7</sup>**

#### **Footnote**

<sup>33</sup> Food Security Act of 1985, HR 2100, 99th Cong., 1st sess., *Congressional Record* 131, no. 132, daily ed. (October 8, 1985): H 8461.

<sup>34</sup> U.S. Congress., House, Food Security Act of 1985, HR 2100, 99th Cong., 1st sess., *Congressional Record* 131, no. 132, daily ed. (October 8, 1985): H 8353-8486.

---

### **Congressional hearings (federal), unpublished <sup>8</sup>**

#### **Footnote**

<sup>35</sup> Senate Committee on Foreign Relations, *Famine in Africa: Hearing before the Committee on Foreign Relations*, 99th Cong., 1st sess., January 17, 1985.

#### **Bibliography**

U.S. Congress. Senate. Committee on Foreign Relations. *Famine in Africa: Hearing before the Committee on Foreign Relations*, 99th Cong., 1st sess., January 17, 1985.

---

### **Congressional hearings (federal), published <sup>9</sup>**

#### **Footnote**

<sup>36</sup> House Committee on Banking and Currency, *Bretton Woods Agreements Act: Hearings on HR 3314*, 79th Cong., 1st sess., 1945, 12-14.

**Note:** According to the *Chicago Manual of Style*, “[B]ills or resolutions originating in the House of Representatives are abbreviated HR or HR Res., and those originating in the Senate, S or S Res. (all in roman). The title of the bill is italicized; it is followed by the bill number, the congressional session, and (if available) publication details in the *Congressional Record*.” <sup>10</sup>

---

### **Report of U.S. presidential commission (published online)**

#### **Footnote**

<sup>37</sup> *Report of the Presidential Commission on the Space Shuttle Challenger Accident*, vol. 1, chap. 5 (Washington, DC: Government Printing Office, 1986), <http://history.nasa.gov/rogersrep/v1p97.htm>, accessed October 2002.

#### **Bibliography**

*Report of the Presidential Commission on the Space Shuttle Challenger Accident*, vol. 1, chap. 5. Washington, DC: Government Printing Office, 1986. <http://history.nasa.gov/rogersrep/v1p97.htm>, accessed October 2002.

---

## Examples of Citations – continued

---

### > Government Documents (continued)

<b>Testimony before congressional committee (published in online and printed form)</b>	<b>Footnote</b> <sup>38</sup> U.S. Senate Committee on Homeland Security and Governmental Affairs, Subcommittee on Oversight of Government Management, the Federal Workforce, and the District of Columbia; GAO's 2005 High-Risk Update, testimony of The Honorable David M. Walker, Comptroller General of the United States, February 17, 2005, <a href="http://hsgac.senate.gov/_files/walkerhighriskstatement21705.pdf">http://hsgac.senate.gov/_files/walkerhighriskstatement21705.pdf</a> , accessed October 2006.  (Also available in print as GAO-05-350T (Washington, DC: Government Printing Office, 2005).)
--	---

For more examples of how to cite government documents, see *The Chicago Manual of Style*, 15th ed.

---

### > Illustrations

**Note:** When citing a chart, illustration, or other graphical item, use the same style that is used to cite tables. See *Tables*.

---

### > Interviews

<b>Television <sup>11</sup></b>	<b>Footnote</b> <sup>39</sup> McGeorge Bundy, interview by Robert MacNeil, <i>MacNeil/Lehrer News Hour</i> , Public Broadcasting System, February 7, 1990.  <b>Bibliography</b> Bundy, McGeorge. Interview by Robert MacNeil. <i>MacNeil/Lehrer News Hour</i> . Public Broadcasting System, February 7, 1990.
---------------------------------	---

---

<b>Published or recorded</b>	<b>Footnote</b> <sup>40</sup> Thomas R. Piper, <i>Leadership &amp; Learning</i> , interview by JoAnn Olson, VHS, directed by Wren Jareckie, Bennington Films, 1993.  <b>Bibliography</b> Piper, Thomas R. <i>Leadership &amp; Learning</i> . Interview by JoAnn Olson. VHS, directed by Wren Jareckie. Bennington Films, 1993.
------------------------------	--

---

<b>Unpublished</b>	<b>Footnote</b> <sup>41</sup> Carl Sloane, interview by author, Cambridge, MA, July 4, 1998.  <b>Bibliography</b> Sloane, Carl. Interview by author. Cambridge, MA, July 4, 1998.
--------------------	---

---

---

## > Journals

See *Periodicals*.

---

## > Legal Cases

<b>U.S. Supreme Court</b>	<b>Footnote</b> <sup>42</sup> <i>Old Chief v. U.S.</i> , 117 S. Ct., 644 (1997). <sup>12</sup>
---------------------------	---

---

<b>Lower federal courts</b>	<b>Footnote</b> <sup>43</sup> <i>Eaton v. IBM Corp.</i> , 925 F. Supp. 487 (S.D. Tex 1996). <sup>13</sup>
-----------------------------	--

---

<b>State and local courts</b>	<b>Footnote</b> <sup>44</sup> <i>Bivens v. Mobley</i> , 724 So. 2d 458, 465 (Miss. Ct. App. 1998). <sup>14</sup>
-------------------------------	---

---

For more examples of legal citations, see the following resources:

*The Chicago Manual of Style*, 15th ed. (Chicago: University of Chicago Press, 2003), chap. 17.

*The Bluebook: A Uniform System of Citation*, 18th edition (Cambridge, MA: Harvard Law Review Association, 2005).

Association of Legal Writing Directors, *ALWD Citation Manual: A Professional System of Citation*, 3rd. ed. (Aspen Publishers, 2005).

*Introduction to Basic Legal Citation*, ed. Peter W. Martin (Cornell Law School, Legal Information Institute, 2007), <http://www.law.cornell.edu/citation/>.

---

## > Magazines

See *Periodicals*.

---

## > Maps

<b>Public domain maps</b>	<b>Footnote</b> <sup>45</sup> University of Texas Libraries, University of Texas at Austin, Perry Castañeda Library Map Collection, <a href="http://www.lib.utexas.edu/maps/">http://www.lib.utexas.edu/maps/</a> , accessed May 2007.
---------------------------	---

### **Bibliography**

University of Texas Libraries. University of Texas at Austin. Perry Castañeda Library Map Collection. <http://www.lib.utexas.edu/maps/>, accessed May 2007.

---

## Examples of Citations – continued

---

### > Maps (continued)

**Public domain maps**      **Footnote**  
<sup>45</sup> U.S. Department of the Interior, U.S. Geological Survey, National Map Team, <http://nmviewogc.cr.usgs.gov/>, accessed February 2006.

**Bibliography**  
U.S. Department of the Interior. U.S. Geological Survey. National Map Team. <http://nmviewogc.cr.usgs.gov/>, accessed February 2006.

---

**Copyrighted maps**      **Source line**  
<sup>47</sup> Used by permission of Graphic Maps, a d/b/a of the Woolwine-Moen Group, © 2007 Graphic Maps. All rights reserved. <http://www.graphicmaps.com/webimage/countrys/africa/africa.htm>, accessed July 2007.

**Bibliography**  
Graphic Maps, a d/b/a of the Woolwine-Moen Group. © 2007 Graphic Maps. All rights reserved. <http://www.graphicmaps.com/webimage/countrys/africa/africa.htm>, accessed July 2007.

**Note:** The wording of citations for copyrighted information will vary according to each copyright holder's requirements.

---

### > Market Research Reports

**Footnote**  
<sup>48</sup> Jim Neil et al., "Digital Marketing," The Forrester Report 2:8 (April 1998), Forrester Research, Inc., <http://www.forrester.com>, accessed June 2000.

**Bibliography**  
Neil, Jim, Bill Bass, Jill Aldort, and Cameron O'Connor. "Digital Marketing." The Forrester Report 2:8 (April 1998). Forrester Research, Inc. <http://www.forrester.com>, accessed June 2000.

---

### > Memorandums

**Footnote**  
<sup>49</sup> Harold Lehman to Runako Gregg, memorandum regarding [subject], [date], [company], from [source of memorandum].

**Bibliography**  
Lehman, Harold, to Runako Gregg. Memorandum regarding [subject], [date], [company]. [Source of memorandum].

---



---

## > Minisodes

### Footnote

<sup>49</sup> “Arnold the Entrepreneur,” minisode adapted from same episode on *Diff’rent Strokes* (NBC, Season 7, Episode 8, originally aired November 17, 1984), available from YouTube, <http://www.youtube.com/watch?v=AEwEtVBaLMw>, accessed April 15, 2009.

---

## > Movies

### Movie

### Footnote

<sup>50</sup> *Jerry McGuire*, directed by Cameron Crowe (Columbia/TriStar Pictures, 1996).

### Bibliography

*Jerry McGuire*. Directed by Cameron Crowe. Columbia/TriStar Pictures, 1996.

---

### Movie (on DVD)

### Footnote

<sup>51</sup> *Jerry McGuire*, directed by Cameron Crowe (Columbia/TriStar Pictures, 1996; Sony Pictures, Special Edition DVD, 2002).

See also *Videos; Webcasts*.

---

## > News Websites

### Signed

### Footnote

<sup>52</sup> Wylie Wong, “Software giants unite for Web services,” ZDNet News, February 5, 2002, [http://news.zdnet.com/2100-1009\\_22-830090.html](http://news.zdnet.com/2100-1009_22-830090.html), accessed December 2005.

### Bibliography

Wong, Wylie. “Software giants unite for Web services.” ZDNet News, February 5, 2002. [http://news.zdnet.com/2100-1009\\_22-830090.html](http://news.zdnet.com/2100-1009_22-830090.html), accessed December 2005.

---

### Unsigned

### Footnote

<sup>53</sup> “Mattel: Third Recall of Toys from China,” September 5, 2007, CBS News, <http://www.cbsnews.com/stories/2007/09/04/business/main3233138.shtml>, accessed September 8, 2007.

---

## Examples of Citations – continued

---

### > News Websites (continued)

#### Unsigned Bibliography

CBS News. “Mattel: Third Recall of Toys from China.” September 5, 2007.  
<http://www.cbsnews.com/stories/2007/09/04/business/main3233138.shtml>,  
accessed September 8, 2007.

**Notes:** In a bibliographic entry for an unsigned article, the name of the news organization (e.g., CBS News) should stand in place of the author.<sup>15</sup>

Names of news websites (e.g., Reuters, CBS News) should appear in roman (vs. italic) type.

---

### > News Wires

#### From news wire’s website Footnote

<sup>53</sup> Michael Liedtke, “LinkedIn Founder’s Road to Riches Paved with Gold Connections,” January 20, 2008, Associated Press, <http://www.ap.org>, accessed May 2008.

#### Footnote

<sup>50</sup> “Countrywide’s Chairman Mozilo delivers John T. Dunlop Lecture,” company press release, February 4, 2003, via PR Newswire, <http://www.prnewswire.com>, accessed September 2004.

---

#### From third-party’s website Footnote

<sup>53</sup> “Global 1000 Companies and Analysts Endorse Infosys’ ‘Next Generation’ Consulting Practice,” Business Wire, July 14, 2005, [http://findarticles.com/p/articles/mi\\_m0EIN/is\\_2005\\_July\\_14/ai\\_n14788172](http://findarticles.com/p/articles/mi_m0EIN/is_2005_July_14/ai_n14788172), via CBS Interactive, Inc., accessed July 1, 2008.

---

### > Newspapers (Printed)

#### Signed newspaper article (in special section) Footnote

<sup>54</sup> 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**

**Footnote**

<sup>55</sup> “Raising Taxes on Private Equity,” *The New York Times*, June 26, 2007, p. E6.

**Bibliography**

*The New York Times*, “Raising Taxes on Private Equity,” June 26, 2007, p. E6.

---

**Unsigned  
newspaper  
editorial  
(without  
title)**

**Footnote**

<sup>56</sup> Editorial, *The Wall Street Journal*, August 28, 1997, p. A19.

**Bibliography**

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

**Note:** In a bibliographic entry for an unsigned newspaper article, the name of the newspaper should stand in place of the author).<sup>16</sup>

---

## > Newspapers (Online)

**Article  
from online  
newspaper**

**Footnote**

<sup>57</sup> Kenneth L. Gilpin, “Stocks Soar Amid a Broad Rally on Wall Street,” *The New York Times*, July 29, 2002, <http://www.nytimes.com/2002/07/29/business/29CND-STOX.html>, accessed July 2002.

**Bibliography**

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

---

## > Notes

HBS technical notes are often referred to as *notes*. When citing notes, follow the style that is used to cite cases.

---

## Examples of Citations – continued

---

### > Periodicals (Printed)

#### Signed articles

##### Footnote

<sup>58</sup> 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

<sup>59</sup> 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

<sup>50</sup> “Leading Ferociously,” a conversation with Daniel Goldin, *Harvard Business Review* 80, no. 5 (May 2002): 22–25.

##### Bibliography

“Leading Ferociously.” A conversation with Daniel Goldin. *Harvard Business Review* 80, no. 5 (May 2002): 22–25.

---

##### Footnote

<sup>61</sup> “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)

#### Article from online journal

##### Footnote

<sup>62</sup> Joseph Ntayi, “Work Ethic, Locus of Control, and Sales Force Task Performance,” *Journal of African Business* 6, nos. 1, 2 (2005): 155, ABI/INFORM via ProQuest, accessed October 2006.

##### Bibliography

Ntayi, Joseph. “Work Ethic, Locus of Control, and Sales Force Task Performance.” *Journal of African Business* 6, nos. 1, 2 (2005): 155. ABI/INFORM via ProQuest, accessed October 2006.

---

---

<b>Article from online magazine</b>	<b>Footnote</b> <sup>63</sup> Richard Tomlinson, “The World’s Most Popular Sport Is a Mess of a Business,” <i>Fortune</i> , May 27, 2002, <a href="http://www.fortune.com/indexw.jhtml?channel=208013">http://www.fortune.com/indexw.jhtml?channel=208013</a> , accessed June 2002.
---	--

<b>Footnote</b> <sup>64</sup> Joseph Ntayi, “Work Ethic, Locus of Control, and Sales Force Task Performance,” <i>Journal of African Business</i> 6, nos. 1, 2 (2005): 155, ABI/INFORM via ProQuest, accessed October 2006.
---

---

## > Podcasts

**Note:** In this guide, “podcast” refers to an audio file and “webcast” to a video file. Citations of podcasts and webcasts are similar to citations of websites.

As the following examples show, some websites use the term “podcast” or “webcast” and others specify the file type, such as “audio” or “video.”

See also *Webcasts*.

<b>Footnote</b> <sup>65</sup> Financial Industry Regulatory Authority (FINRA), “Anti-Money Laundering: Examples of Red Flags,” April 12, 2007, podcast, FINRA website, <a href="http://www.finra.org/RulesRegulation/ComplianceTools/FINRAPodcasts/PodcastIndex/index.htm">http://www.finra.org/RulesRegulation/ComplianceTools/FINRAPodcasts/PodcastIndex/index.htm</a> , accessed September 2007.
--

<b>Footnote</b> <sup>66</sup> “Global Business: Food for Fuel,” Peter Day, February 27, 2007, audio file, BBC World Service, <a href="http://www.bbc.co.uk/">http://www.bbc.co.uk/</a> , accessed September 2007.
--

<b>Footnote</b> <sup>67</sup> Wharton School, University of Pennsylvania, “Home Truths about the Housing Market,” September 5, 2007, audio file, Knowledge@Wharton, <a href="http://knowledge.wharton.upenn.edu/article.cfm?articleid=1802">http://knowledge.wharton.upenn.edu/article.cfm?articleid=1802</a> , accessed September 8, 2007.
--

**Note:** If no author is listed for a publication issued by an organization or corporation, then the organization should be listed as the author (in bibliographic entries). <sup>17</sup>

---

## > Powerpoint Presentations

See *Slide Presentations*.

---

## Examples of Citations – continued

---

### > Press Releases

#### Printed

#### Footnote

<sup>68</sup> “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

<sup>69</sup> “NASD Fines Wachovia Securities \$2 Million for Fee-Based Account Violations,” NASD press release, June 21, 2007, on FINRA website, <http://www.finra.org/PressRoom/NewsReleases/2007NewsReleases/P019312>, accessed September 2007.

#### Bibliography

NASD (National Association of Securities Dealers). “NASD Fines Wachovia Securities \$2 Million for Fee-Based Account Violations.” NASD press release, June 21, 2007. FINRA website, <http://www.finra.org/PressRoom/NewsReleases/2007NewsReleases/P019312>, accessed September 2007.

---

### > Proceedings

See *Conference Papers*.

---

### > Radio Programs

#### Footnote

<sup>70</sup> “Indian Software Firm to Outsource to U.S.,” Adam Davidson, Morning Edition, National Public Radio, September 6, 2007, <http://www.npr.org/templates/story/story.php?storyId=14204620&ft=1&f=1006>, accessed September 2007.

#### Bibliography

“Indian Software Firm to Outsource to U.S.” Adam Davidson. Morning Edition, National Public Radio, September 6, 2007. <http://www.npr.org/templates/story/story.php?storyId=14204620&ft=1&f=1006>, accessed September 2007.

#### Footnote

<sup>71</sup> “Plans for Nuclear Waste Dump Hit a Snag,” Michele Norris, All Things Considered National Public Radio, September 5, 2007, <http://www.npr.org/templates/story/story.php?storyId=14191377>, accessed September 2007.

**Note:** See also *Podcasts*.

---

---

## > SEC Filings

### Footnote

<sup>72</sup> Amazon.com, Inc., June 30, 1997 Form 10-Q (filed August 14, 1997), via Thomson Research, accessed June 2007.

<sup>73</sup> Alcoa Inc., March 31, 2006 Form 10-Q (filed April 26, 2006), [http://www.alcoa.com/global/en/investment/pdfs/10Q1Q06\\_5\\_12.pdf](http://www.alcoa.com/global/en/investment/pdfs/10Q1Q06_5_12.pdf), accessed July 2007.

### Bibliography

Amazon.com, Inc. June 30, 1997 Form 10-Q. Filed August 14, 1997. Thomson Research, accessed June 2007.

Alcoa Inc. March 31, 2006 Form 10-Q. Filed April 26, 2006. [http://www.alcoa.com/global/en/investment/pdfs/10Q1Q06\\_5\\_12.pdf](http://www.alcoa.com/global/en/investment/pdfs/10Q1Q06_5_12.pdf), accessed July 2007.

---

## > Secondary Sources

**Note:** It is best to consult an original source whenever possible. If the original source is unavailable, however, use the following style. (In the examples below, the Zukofsky article is the original source.)

### Footnote

<sup>74</sup> Louis Zukofsky, "Sincerity and Objectification" *Poetry* 37 (February 1931): 269, quoted in Bonnie Costello, *Marianne Moore: Imaginary Possessions* (Cambridge, MA: Harvard University Press, 1981), p. 78.<sup>18</sup>

### Bibliography

<sup>75</sup> Zukofsky, Louis. "Sincerity and Objectification." *Poetry* 37 (February 1931): 269. Quoted in Bonnie Costello, *Marianne Moore: Imaginary Possessions* (Cambridge, MA: Harvard University Press, 1981), p. 78.<sup>19</sup>

---

### Citation with a citation

<sup>74</sup> Patrick J. Cusatis, James A. Miles, and J. Randall Woolridge, "Restructuring Through Spinoffs," *Journal of Financial Economics* 33 (1993), as cited in Joel Greenblatt, *You Can Be A Stock Market Genius* (New York: Fireside, 1997), p. 57.

---

## Examples of Citations – continued

---

### > Slide Presentations

#### **Footnote**

<sup>76</sup> Linda K. Olsen, “Permissions and Copyright Issues for Cases,” PowerPoint presentation to Research Associates, July 24, 2002. Harvard Business School, Boston, MA.

#### **Bibliography**

Olsen, Linda K. “Permissions and Copyright Issues for Cases.” PowerPoint presentation to Research Associates, July 24, 2002. Harvard Business School, Boston, MA.

See also *Conference Papers (unpublished)* on p. 19.

---

### > Tables

#### **Data from a table**

##### **Source line**

Source: Data excerpted from 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 a table)**

##### **Source line**

Source: Data from 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.

---

#### **Entire table (or other graphical item)**

##### **Source line**

Source: Michael E. Porter, *Competitive Strategy* (New York: The Free Press, 1998) p. 73, Figure 3-4. Used with permission from The Free Press.

##### **Bibliography**

Porter, Michael E. *Competitive Strategy*. New York: The Free Press, 1998. Chap. 3, Figure 3-4.

---



---

## > Technical Notes

HBS technical notes are often referred to as *notes*. When citing notes, follow the style that is used for cases.

---

## Television Programs

### Footnote

<sup>77</sup> PBS, *Frontline*, “Blackout: Interview with Ken Lay,” March 27, 2001, <http://www.pbs.org/wgbh/pages/frontline/shows/blackout/interviews/lay.html>, accessed August 2004.

### Bibliography

PBS, *Frontline*. “Blackout: Interview with Ken Lay.” March 27, 2001. <http://www.pbs.org/wgbh/pages/frontline/shows/blackout/interviews/lay.html>, accessed August 2004.

---

## > Theses and Dissertations

### Footnote <sup>20</sup>

<sup>78</sup> 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.

---

## > Unpublished Papers

### Footnote

<sup>78</sup> Robin Greenwood, “Price pressure in corporate spinoffs” (paper, Harvard Business School, October 9, 2006), <http://people.hbs.edu/rgreenwood/spinoffs6.pdf>, accessed April 7, 2009.

---

## Examples of Citations – continued

---

### Videos

#### Commercial video

##### Footnote

<sup>79</sup> *National Treasure*, dir. Jon Turteltaub (Touchstone Pictures, Jerry Bruckheimer Films, 2004; VHS, Buena Vista Home Video, 2005).

##### Footnote

<sup>80</sup> *Forrest Gump*, dir. Robert Zemeckis (Paramount Pictures, 1994; DVD, Paramount, 2001).

---

### Webcasts

**Note:** In this guide, “podcast” refers to an audio file and “webcast” to a video file. Citations of podcasts and webcasts are similar to citations of websites.

As the following examples show, some websites use the term “podcast” or “webcast” and others specify the file type, such as “audio” or “video.”

##### Footnote

<sup>81</sup> John Mackey and Michael Pollan, “The Past, Present, and Future of Food,” speech given on February 27, 2007, at the University of California School of Journalism, [http://webcast.berkeley.edu/event\\_details.php?webcastid=19147&p=1&ipp=15&cat](http://webcast.berkeley.edu/event_details.php?webcastid=19147&p=1&ipp=15&cat), accessed March 2007.

##### Bibliography

Mackey, John, and Michael Pollan. “The Past, Present, and Future of Food.” Speech given February 27, 2007, at University of California School of Journalism. [http://webcast.berkeley.edu/event\\_details.php?webcastid=19147&p=1&ipp=15&cat](http://webcast.berkeley.edu/event_details.php?webcastid=19147&p=1&ipp=15&cat), accessed March 2007.

---

##### Footnote

<sup>82</sup> Maggie Taggart, “Tax deal boosts film business,” April 12, 2007, video file, BBC News, <http://www.bbc.co.uk/>, accessed September 6, 2007.

##### Footnote

“Romania’s Economic Journey,” Nigel Cassidy, September 26, 2006, video file, BBC News, <http://www.bbc.co.uk/>, accessed September 2007.

See also *Videos*.

---

---

## Websites

**Company website**      **Footnote**  
<sup>83</sup> Walt Disney Company, “Disney’s Investors Relations—FAQs,” Walt Disney Company website, <http://disney.go.com/corporate/investors/shareholder/faq.html>, accessed June 1999.

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

---

**Personal website**      **Footnote**  
<sup>84</sup> Nathan Shedroff, <http://www.nathan.com/>, accessed August 2007.

**Bibliography**  
Shedroff, Nathan. <http://www.nathan.com>, accessed August 2007.

See also *Blogs*; *Podcasts*; *Webcasts*.

---

## Working Papers (Printed)

**Printed**      **Footnote**  
<sup>85</sup> 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.

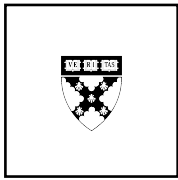
**Note:** The copyright holder for academic working papers is typically the author.

---

## Working Papers (Online)

**On the Web**      **Footnote**  
<sup>86</sup> Josh Lerner, “150 Years of Patent Protection,” HBS Working Paper No. 00-040, 1999, <http://www.hbs.edu/research/facpubs/workingpapers/abstracts/9900/00-040.html>, accessed May 2001.

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



# Citations of Commercial Databases

---

This section shows how to cite information from commercial databases. A few notes about the examples:

- Brackets [...] indicate variables to be supplied by the writer. For example, [Description of information] should be replaced by information such as the author's name, title of work, date, publisher, and any other details that would help readers find the information.
- The following citations refer to information owned by database vendors as well as other information providers. When you cite information from databases, remember to mention both the copyright holder/owner of the information and the entity that made the information available. In addition, if you want to distribute the information outside the classroom, you should contact the copyright holder, which may be different from the information provider. **Be sure to check the copyright holder's requirements before distributing any of their information outside the classroom.**
- URLs are optional in database citations. If you include a URL, use only the briefest form which points to the main page of the database.
- The following examples cover some of the most frequently used databases at Baker Library. To cite other databases, try to adapt these examples, or contact [rreiser@hbs.edu](mailto:rreiser@hbs.edu).

---

## ABI/INFORM

### Generic Example

Source: [Description of information — e.g., author, title, publisher, date, etc.], ABI/INFORM via ProQuest, accessed [month/year].

### Specific Example

Source: "Gold mine finds enough to dig itself out of hole," *Sacramento Business Journal*, July 30, 2009, ABI/INFORM via ProQuest, accessed September 2009.

---

## Bloomberg

### Information Owned by Bloomberg

Source: Bloomberg LP, accessed [month/year].

### Other Information

Source: [Description of information], via Bloomberg LP, accessed [month/year].

---

---

**Business Source Complete**

Source: [Description of information], Business Source Complete, via EBSCO.

---

**Capital IQ (see *Standard & Poor's*)**

---

**Compustat (see *Standard & Poor's*)**

---

**Datastream****Information Owned by Datastream**

Source: Thomson Reuters Datastream, accessed [month/year].

**Other Information**

Source: [Description of information], via Thomson Reuters Datastream, accessed [month/year].

---

**Deal Pipeline (The)**

Source: [Description of information], The Deal Pipeline, accessed [month/year].

---

**Economist Intelligence Unit (EIU)**

Source: Economist Intelligence Unit, [Description of information — e.g., *EIU Country Data* or *EIU Country Report*, author, title, date, etc.], [www.eiu.com](http://www.eiu.com), accessed [month/year].

---

**eMarketer**

Source: [Description of information], eMarketer, accessed [month/year].

---

**Euromonitor (see *Global Market Information Database*)**

---

**Factiva**

Source: [Description of information], via Factiva, accessed [month/year].

---

**First Research**

Source: [Description of information], via First Research, accessed [month/year].

---

## Citations of Commercial Databases – continued

---

### **Forrester**

Source: [Description of information—e.g., author, title, volume no., date, etc.], Forrester Research, Inc., accessed [month/year].

---

### **Frost & Sullivan**

Source: [Description of information], Frost & Sullivan, accessed [month/year].

---

### **Gartner**

#### **Text:**

Source: [Description of information], Gartner, Inc., accessed [month/year].

#### **Graphics:**

Source: [Source line under graphic], as published in [description of info.], Gartner, Inc., accessed [month/year].

---

### **Global Financial Data**

Source: [Description of information], Global Financial Data, Inc., accessed [month/year].

---

### **Global Market Information Database (GMID)**

Source: [Description of information], Euromonitor International, [www.euromonitor.com](http://www.euromonitor.com), accessed [month/year].

---

### **Hoover's**

#### **Information Owned by Hoover's**

Source: [Description of information], Hoover's, Inc., [www.hoovers.com](http://www.hoovers.com), accessed [month/year].

#### **Other Information**

Source: [Description of information], via Hoover's, Inc., [www.hoovers.com](http://www.hoovers.com), accessed [month/year].

---

### **I/B/E/S**

Source: I/B/E/S, a Thomson Reuters product, accessed [month/year].

---

---

## **ISI Emerging Markets**

### **Information Owned by ISI**

Source: [Description of information], ISI Emerging Markets, accessed [month/year].

### **Other Information**

Source: [Description of information], via ISI Emerging Markets, accessed [month/year].

---

## **JSTOR**

Source: [Description of information], via JSTOR, accessed [month/year].

---

## **LexisNexis**

Source: [Description of information], via LexisNexis, accessed [month/year].

---

## **MarketResearch.com Academic**

Source: [Description of information], via MarketResearch.com, accessed [month/year].

---

## **Mintel**

Source: [Description of information], Mintel, accessed [month/year].

---

## **OneSource**

### **Information Owned by OneSource**

Source: [Description of information], OneSource Information Services, Inc., accessed [month/year].

### **Other Information**

Source: [Description of information], via OneSource Information Services, Inc., accessed [month/year].

---

## **SDC (Securities Data Company)**

Source: [Description of information], SDC Platinum, a Thomson Reuters product, accessed [month/year].

---

## **SourceOECD**

Source: [Description of information], SourceOECD, [www.sourceoecd.org](http://www.sourceoecd.org), accessed [month/year].

---

## Citations of Commercial Databases – continued

---

### **Standard & Poor's (S&P)**

#### **Capital IQ**

Source: [Description of information], Capital IQ, Inc., a division of Standard & Poor's.

#### **Compustat Data via Research Insight**

Source: Standard & Poor's Compustat data via Research Insight, accessed [month/year].

#### **Emerging Markets Database (EMDB)**

Source: Standard & Poor's Emerging Markets Database (EMDB), accessed [month/year].

#### **Execucomp**

Source: Standard & Poor's Execucomp data, accessed [month/year].

#### **NetAdvantage**

Source: Standard & Poor's NetAdvantage, accessed [month/year].

#### **RatingsDirect**

Source: Standard & Poor's RatingsDirect, accessed [month/year].

---

### **Thomson ONE Banker**

Source: [Description of information], Thomson ONE Banker, accessed [month/year].

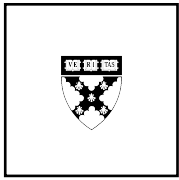
---

### **World Development Indicators (WDI Online)**

Source: World Development Indicators, The World Bank Group accessed [month/year].

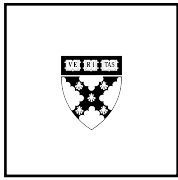
---





## Endnotes

- 
- <sup>1</sup> Gordon Harvey, “The Role of Sources,” in *Writing with Sources: A Guide for Harvard Students*, second edition (Indianapolis/Cambridge: Hackett Publishing Company, 2008), p. 14, <http://isites.harvard.edu/fs/docs/icb.topic273248.files/WritingSourcesHarvard.pdf>, accessed October 2008.
- <sup>2</sup> *The Chicago Manual of Style*, 15th ed. (Chicago: University of Chicago Press, 2003), section 16.42.
- <sup>3</sup> *Ibid.*, section 17.216.
- <sup>4</sup> *Ibid.*, section 17.213.
- <sup>5</sup> *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 2002.
- <sup>6</sup> *The Chicago Manual of Style*, 15th ed., section 17.208.
- <sup>7</sup> *Ibid.*, section 17.309.
- <sup>8</sup> *Ibid.*, section 17.307.
- <sup>9</sup> *Ibid.*
- <sup>10</sup> *Ibid.*, section 17.309.
- <sup>11</sup> *The Chicago Manual of Style*, 14th ed. (Chicago: University of Chicago Press, 1993), section 15.264.
- <sup>12</sup> *The Chicago Manual of Style*, 15th ed., section 17.284.
- <sup>13</sup> *Ibid.*, section 17.285.
- <sup>14</sup> *Ibid.*, section 17.286.
- <sup>15</sup> *Ibid.*, section 17.47.
- <sup>16</sup> *Ibid.*, section 17.192.
- <sup>17</sup> *Ibid.*, section 17.47.
- <sup>18</sup> *Ibid.*, section 17.274.
- <sup>19</sup> *Ibid.*
- <sup>20</sup> *The Chicago Manual of Style*, 14th ed., section 15.271.



## Bibliography

---

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

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

*The Chicago Manual of Style Online*. 15th ed. University of Chicago.  
<http://www.chicagomanualofstyle.org/home.html>, accessed October 2008.

Columbia University Press, "Preparing the Bibliographic Material," excerpt from *The Columbia Guide to Online Style*, 2nd. ed., by Janice R. Walker and Todd Taylor (New York: Columbia University Press, 2006), <http://www.columbia.edu/cu/cup/cgos2006/basic.html>, accessed September 2007.

Harnock, Andrew, and Eugene Kleppinger. "Using Chicago Style to Cite and Document Sources." *Online! A reference guide to using Internet sources*. Bedford/St. Martin's, 2001.  
<http://www.bedfordstmartins.com/online/cite7.html>, accessed August 2002.

Harvey, Gordon. *Writing with Sources: A Guide for Harvard Students*. Second edition. Indianapolis/Cambridge: Hackett Publishing Company, 2008.  
<http://isites.harvard.edu/fs/docs/icb.topic273248.files/WritingSourcesHarvard.pdf>, accessed October 2008.

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

Princeton University. *Academic Integrity at Princeton*. <http://www.princeton.edu/pr/pub/integrity/>, accessed October 2009.