39th ANZAM Conference 2026

Navigating Complexity: Adaptive Strategies for People, Planet, and Performance

Newcastle, Dec 1-3, 2026

ANZAM
AUSTRALIAN & NEW ZEALAND ACADEMY OF MANAGEMENT

UNIVERSITY OF NEWCASTLE

STYLE GUIDE - EXTENDED ABSTRACT

Before submitting your Extended Abstract, please ensure that you carefully read and adhere to all the instructions provided in this style guide. A template is provided at the end of the style guide.

Format. An extended abstract submission should be between 1500 and 2000 words, excluding the Abstract, Keywords, References, Tables, Figures, and the cover page with author details. Please use common fonts (Helvetica, Arial, Times New Roman) consistently at 11 pt throughout your submission (use 12 pt for the cover page). Use double line spacing and 2.54cm (1") margin on every side.

Headings. Submissions using the extended abstract format must include the following section headings. Please use one level of heading only (refer to the template for details).

- **Overview:** What specific problem, issue or topic does the research focus on?
- **Current understanding:** What is known about this topic, how has it been researched before? What literature is relevant to your research?
- **Research question:** What is the submission's goal?
- **Research approach:** How precisely is the researched undertaken? Describe the design / methodology / approach and analysis in suitable detail. What data or sample are drawn on?
- **Findings:** what are the main outcomes and results?
- **Contribution and Limitations:** What do the outcomes and results add to our current understanding, theoretical perspectives, or future research? What limitations should be recognised?
- **Implications:** who will practically gain from the findings? What and in which way?

Referencing. ANZAM follows the format requirements of the Journal of Management & Organization (JMO) and the Publication Manual of the American Psychological Association, the 7th Ed. We recommend referring to these editorial guidelines for details related to referencing.

Tables and Figures. Tables and figures should be placed in line with text. They should be centred and numbered consecutively (one sequence for Tables, one for

Figures) using Arabic numerals (e.g. Table 1, Figure 2, etc.) and have self-explanatory captions, in bold, title-style, left-aligned, above the figure or table (for example: "**Figure 2: Distribution of the Online Learning Literature**"). Please refer to tables and figures in published issues of JMO to get ideas for preferred formats.

Opt-in/Opt-out. At the time of submission, Authors may choose to 'opt-in' or 'opt-out' of having their work published in the conference proceedings. Authors only need to upload one single document **without** the cover page. If Authors choose to 'opt-in', they will need to upload a second pdf file with the cover page included (please refer to the cover page template).

Other Matters

Language: Papers must be submitted in English. 'English' or 'American' spellings are acceptable, provided they are used consistently in the paper.

Technical terms: Help your work to be accessible to ANZAM members. Define key technical terms. A technical term is a word or phrase not in a general-use dictionary with a meaning that you (or even you and other published scholars) ascribe to it.

Abbreviations: Avoid using abbreviations for the names of concepts. Use ordinary words for variable names – not code names or other abbreviations. Use the same name for a variable throughout your text, tables, and figures. Names of organisations and research instruments may be abbreviated but give the full name (with abbreviation in brackets) the first time you mention one of these.

Sexist or biased language: Avoid language that might be interpreted as denigrating to culturally diverse or other groups. Do not use 'he' as a generic pronoun to avoid implying gender-based discrimination. Using plural pronouns for example, changing 'the manager . . . he' to 'managers . . . they', usually helps.

This is the cover page template. Please remove the instructions in red when preparing your submission. Use 12 pt, double line spacing for the cover page.

This cover page is **only required if Authors choose to 'opt-in'** for publishing accepted manuscript in the conference proceedings.
Please do not include the cover page in your conference submission file if 'opt-out'

Extended Abstract

TITLE
(Bold/Centred; maximum of 200 characters)

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(Same information from other authors, if any, follows here)

This is the extended abstract template. Please remove the instructions in red when preparing your submission. Use 11 pt, double line spacing for the extended abstract text.

TITLE

(Bold/Centred; maximum of 200 characters)

Abstract: *(maximum 120 words, 11pt italics)*

Keywords: (max. 6 keywords that represent the content of the paper, 11pt regular)

Overview

(Text is to be in paragraph format, left-aligned, one tab indent for first line of each paragraph, double-spaced, 11 pt regular. Same for the other sections)

1500-2000 Words: excluding the Abstract, Keywords, References, Tables, Figures, and the cover page

Current Understanding

Research Question

Research Approach

Findings

Contribution and Limitations

Implications

References

(All sources that you have cited in-text should be included in the References section, in alphabetical order by first author's surname, using hanging indent)