39th ANZAM Conference 2026

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

Newcastle, Dec 1-3, 2026

STYLE GUIDE – FULL PAPER

Before submitting your full paper, 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. A full paper submission should be a maximum of **twelve (12)** A4 pages 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 full paper format should have the same structure as a typical academic manuscript. Some sample APA style papers can be found here. You may use three levels of headings:

MAIN HEADINGS (all capital letters; centred; bold) are first and should be used to identify the (normal) three or four major sections of the manuscript (**METHOD, RESULTS, DISCUSSION**). Having a heading of "**INTRODUCTION**" is unnecessary.

Second-level headings (title-style; bold; flush left; nothing else on the line) are next.

Third-level headings (first letter of first word capitalized; indented and italicized) are next.

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'

Full Paper

TITLE
(Bold/Centred; maximum of 200 characters)

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

This is the full paper template. Please remove the instructions in red when preparing your submission. Use 11 pt, double line spacing for the full paper 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)

The main text goes on the next page. All the headings presented on the next page are suggestions. Please feel free to adjust them or use different headings to better suit your purpose.

TITLE

(Bold/Centred; maximum of 200 characters)

(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)

12 Page Maximum excluding the Abstract, Keywords, References, Tables, Figures, and the cover page

Theoretical Background and Hypothesis Development

Method

Sample

Procedure

Results

Descriptives

Hypothesis Testing

Discussion

Theoretical Implications

Practical 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)