



GUIDE FOR AUTHORS OF THE JOURNAL “MANAGEMENT CHALLENGES”

The journal Management Challenges is a publication aimed at scientists, academics and professionals linked to the theory and practice of business and public administration, as well as to the dissemination of results related to science, technology and innovation activities that contribute to the improvement of management in its broadest sense.

1 Types of articles published in the journal

Management Challenges publishes, essentially, the following types of articles:

- **Original articles:** it is a report that exposes in an unpublished manner results achieved during an ongoing or concluded scientific research. It includes theoretical and/or methodological contributions, as well as practical experiences from which novel theoretical and methodological generalizations can be drawn.
- **Review articles:** reflect the results of an in-depth bibliographic review on a given topic; it is a type of scientific article that, without being original, compiles the most relevant information on a specific topic or problem; it identifies the significant known, unknown and controversial aspects of the topic reviewed and its theoretical approaches, contributing novel aspects and/or revealing gaps in science.
- **Experience and good practices:** presents experiences and good practices resulting from science, technology and innovation activities in relation to the development of the thematic areas that are part of the journal.
- **Case Studies:** reflects a detailed study of a specific topic, resulting from its in-depth analysis in the real context and the use of multiple sources, using quantitative and/or qualitative evidence simultaneously.

2 Areas of knowledge

The articles to be published should respond to the following thematic areas:

- Management of business and public organizations, for-profit or not-for-profit.
- Technology, artificial intelligence and data science as support for decision making.
- Management of innovation, change and organizational transformation processes for the fulfillment of the Sustainable Development Goals (SDGs).
- Multidisciplinary for the management of social, governmental and business processes.



3 Submission of manuscripts

- Retos de la Dirección is registered through the Open Journal System (OJS) so all contributions must be made using this platform, which automatically guarantees the registration of your contribution and the corresponding traceability, as the editorial process progresses.

The submission of a manuscript should be done by accessing the journal's platform, available at:

<https://retos.reduc.edu.cu/index.php/retos/about/submissions>. To successfully complete each of its steps, please consult the following link:

<https://retos.reduc.edu.cu/index.php/retos/about/submissions>.

4 About the writing of the manuscript

- The manuscript should be written in Microsoft Word 16 or later.
- The length of the article should be between 12 and 20 pages, letter size (21.6 x 27.9 cm), Arial font, 11 points, 1.5 line spaces, with all margins at 2.5 cm, without indentation, tabs or any other layout attribute, with no space between paragraphs.
- The author must make sure to write the manuscript using the most updated Authors' Guide, which can be downloaded at <https://retos.reduc.edu.cu/index.php/retos/acercade>.
- The specific structure of each type of article is specified in the document "Manuscript Template" found at <https://retos.reduc.edu.cu/index.php/retos/plantillas>.
- It is suggested to consult the scientific literature indexed in: Scopus, Web of Science, SciELO, etcetera.
- Each of the headings:

The title

- It should reflect the main result of the research with no more than 15 words and correspond to the general objective stated.
- Abbreviations should not be used.
- It should not be stated in the form of a question or use punctuation marks that separate two ideas.
- It should also be shown in English in italics.

Authors' data



- When stating the name and surname, this must correspond exactly with the one stated in the author's ORCID profile.
- It is mandatory to declare the ORCID code for each author; if this code is not available, the researcher should access <https://orcid.org> for registration.
- The affiliation should include in this order: area or department, name of the institution, country. It is important that the name of the institution conforms to the officially established one.
- When the article is the result of several authors with identical origins, all co-authors should be listed with the respective data requested, excluding the affiliation. A superscript is placed at the end of each author's name, which will link it to the affiliation that will be placed only once at the end of the list of authors.
- The maximum number of authors allowed in the article will not exceed five. Exceptionally, a higher number will be accepted when the complexity of the subject matter merits it, and their contribution to each of the co-authored contributions must be duly justified.
- A correspondence author will be declared through which the communication between the journal and the authors will be established. For this purpose, the character “*” should be placed after the name and surname of the author in question and the correspondence e-mail address should be explicitly stated, as requested in the manuscript template.

The Abstract

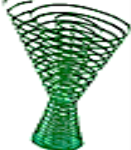
- It must be written in the past tense and impersonally. Abbreviations, references to the main text, footnotes or bibliographical references cannot be used.
- It should not provide information that is not present in the text.
- The objective must be clear and express the purpose and scope of the research.
- It follows the format of structured abstracts. The words that define the structure are highlighted in bold. You must respect the highlighted texts and write the ones that are required, when each one of them is finished you must use a period:
- It cannot exceed 250 words and must appear in Spanish and English (with italic format).
- It follows the format of structured abstracts. The words that define the structure are highlighted in bold. You must respect the highlighted texts and write the ones that are required, when each one of them is finished you must use a period:

Objective: state the purpose and scope of the research.

Materials and methods: state the main materials and methods used.

Results: state the main results obtained in the investigation.

Conclusions: synthesis of the findings and their relevance for practice or future research, without repeating what was previously expressed.



In the particular case of the review article:

Objective: state the purpose and scope of the research.

Materials and methods: state how the sources were selected and analyzed.

Results: thematic or methodological discussion of the literature.

Conclusions: synthesis of the findings and their relevance for practice or future research, without repeating what was previously expressed.

Keywords

- Between three and five words that correspond to the main results shown in the work must be stated, which will be in accordance with the objective and title (they can be short phrases). Their correct definition is fundamental to achieve an adequate statement of the metadata.
- The words are separated by comma (,) and in lowercase, except for proper names.

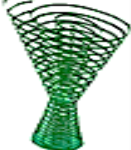
They must appear in Spanish and English (in italic format).

The Introduction

- It should include a brief statement of the state of the art regarding the problem addressed, as well as the theoretical or methodological gaps, gaps or needs that led to conduct the research; the importance of the topic and its relevance. It can refer to research that has reported theoretical or practical results of value for the study, with the corresponding citations of the sources used, according to APA 7th edition style assumed by the journal.
- The declared antecedents must give rise to the purpose and objective proposed for the work.
- The introduction concludes with the statement of the objective, which must coincide with that stated in the abstract.
- It should not exceed 10% of the maximum number of pages established.

Materials and methods

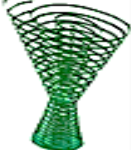
- Most of the section should be written in the past tense, with a descriptive style that allows reporting the main criteria for the selection of the materials and methods to be used in correspondence with the objective of the research, the period of time and scenarios to be studied, as well as commenting on the main limitations of the research.



- The unit of analysis of the study is exposed; the different techniques and methods to be used for the collection, processing and analysis of the data, stating the scientific research methodology used. Statistical software is included.
- In the review articles, it is referred how the literature was selected and evaluated.
- The selected sample, criteria and the reason for its selection are stated.
- The use of acronyms, measurement systems, etc., is stated in the researches that require it.
- In the exposition of the results obtained, the scientific and methodological value of the research must be explicit, so that it is reproducible. To this end, it is necessary to provide the necessary basis so that others can repeat the research and obtain its results.
- Ethical observation: impartiality and anonymity are required in some studies when describing surveys, diagnoses, etc.
- Any additional aspect on the methods according to the type of qualitative, quantitative or mixed research that is required to guarantee the generalization or transferability of the results.
- The APA 7th edition style assumed by the journal will be used.

Results and discussion

- It should be written in the past tense, with descriptive-narrative style, arguing with clear writing, without excessive use of verbs.
- Experimental details reported in the methods section are never repeated; if necessary, reference is made only to what is specified.
- Results are interpreted and presented, not recapitulated. Judicious use should be made of polemics and constructive debate.
- This section should concentrate on those results that provide solutions in correspondence with the objective of the research.
- The information that connotes the research should be offered, that is, those interpretations with sufficient importance and significance that differentiate it from other research.
- The exposition should focus on the findings, their significance, consequences, limitations, etc., and its purpose is to show the existing relationships between the observed facts.
- Review articles do not present their own experimental results, but discuss the findings of other research on the subject.
- The APA 7th edition style assumed by the journal will be used.



About Tables and figures

- Tables should appear with a title preceded by the word “Table” plus the number (Arabic) that corresponds to the order of appearance. Both the word “Table” and the number should appear at the top of the table, in 11-point bold Arial font, single-spaced and aligned to the left. The descriptive title of the table will appear below in italics.
- The column headings should be in 9-point Arial font, single-spaced, bold and centered.
- The body of the table should be in Arial 9 point font, single spaced and centered.
- At the bottom of the table will appear the word “Source” followed by a colon (:) and the reference, in Arial font, 9 point, single spaced and aligned to the left.
- Whenever graphs, diagrams or images are shown, they should be referred to as figures.
- Figures will appear at the bottom, and will also be identified with a title preceded by the word “Figure” plus the number (Arabic) that corresponds to the order of appearance. Both “Figure” and the number will appear at the bottom of the figure, in bold Arial font, 11 points, single spaced and aligned to the left.
- On the next line the font is stated as explained for tables.
- Images should have a quality of 300 dpi (dpi). They may appear in the body of the paper as long as the information shown is part of the results of the research and does not constitute a complement.
- In general, the number of tables and figures used should not exceed 8 and their data should not be repeated in the text. Data should be representative and not repetitive.
- Tables and figures should be presented in editable format, so that the text contained in them can be modified and translated. If this is not possible, the author should provide them in a separate document, in English.
- Tables and figures should be centered and explicitly mentioned in the text. The abbreviations included, as well as special symbols, should be explained.
- Use notes (before stating the source) to describe the contents of the table or figure that cannot be understood by the title alone or by the data themselves. If you use abbreviations in the table, you can specify them in the notes. Include table notes only if necessary, use 8-point bold Arial font.
- For both tables and figures, remember that sources must be referenced according to the APA 7th edition style assumed by the journal.



Conclusions

- They should be in a numbered list.
- Short section, presenting the main conclusions of the study in summary form.
- They should be linked to the stated objective and the main results, avoiding conclusions not supported by the data presented in the paper.
- They should also contain the implications of the results for the development of the area of knowledge to which it contributes, as well as the limitations of the study and the future lines of research it opens up.

Acknowledgements (Optional)

- Their purpose is courtesy and gratitude and they are not always necessary. Technical (person, institution, organization, etc.) and external financial support (grants, contracts, projects, scholarships, etc.) should be acknowledged, as well as collaborations that should be acknowledged but do not justify co-authorship.

The references

- The APA 7th edition style will be used. This covers both source citations in the text and in the reference list at the end of the paper.
- The reference list is not numbered or bulleted, each entry should be French indented one-half inch (1.27 cm) from the left margin.
- Ensure more than 60% updating with cited sources from the last decade and no less than 50% from the last 5 years.
- Ensure that at least three of the sources used correspond to publications indexed in group 1 (Wos, Scopus) and that at least 10% correspond to publications in other languages, preferably in English..
- Use only books, scientific articles and theses that have been published in databases, with their respective link. References to sources of information such as abstracts, dissertations, reports, journals, web pages and blog entries, event papers (except those published in Proceedings indexed in databases) will not be accepted.
- In the list of references you should include only what is cited in the text. Make sure that all references cited, including those appearing in tables, are in the bibliographic list and that there is total correspondence in the spelling of surnames and years in both appearances, always respecting the digital identity of the authors in the referenced document.



- The number and characteristics of the references to be used will depend on each type of manuscript (Original: minimum 15 - maximum 30, Review: minimum 40 - maximum 55, Case studies and Experience and good practices: minimum 10 - maximum 20).

Declaration of conflicts of interest

- The corresponding author will declare the originality of the manuscript. He/she will also certify that the article has not been submitted to another journal.

The corresponding author, on behalf of the authors, must declare that they are responsible for all the contents contained in the manuscript and that there are no plagiarism, conflicts of interest or ethical conflicts, releasing the journal from any ethical and/or legal commitment.

Declaration of authors' contributions according to CRediT technology

- Authors must declare their contribution according to the Contributor Role Taxonomy (CRediT). This is a high-level taxonomy, which includes 14 roles, that can be used to typify the roles usually played by contributors in scientific academic production.
- The roles of each of the authors should be declared according to the correspondence between their contribution(s) and the meaning of the role established by CRediT:
 - a) Conceptualization - Ideas; formulation or evolution of general research goals and objectives.
 - b) Data Curation - management activities to annotate (produce metadata), remove data, and maintain research data (including software code, where necessary to interpret the data itself) for initial use and subsequent reuse.
 - c) Formal analysis: application of statistical, mathematical, computational or other formal techniques to analyze or synthesize study data.
 - d) Acquisition of funds: acquisition of financial support for the project that led to this publication.
 - e) Research: performing or conducting a research process, specifically conducting experiments or data collection/testing.
 - f) Methodology: development or design of methodology; creation of models.
 - g) Project administration: responsibility for managing and coordinating the planning and execution of the research activity.
 - h) Resources: provision of study materials, reagents, materials, patients, laboratory specimens, animals, instrumentation, computer resources or other analytical tools.
 - i) Software: programming, software development; design of computer programs; implementation of computer code and supporting algorithms; testing of existing code components.



- j) Supervision: supervisory and leadership responsibility for planning and execution of research activity, including mentoring external to the core team.
- k) Validation - Verification: either as part of the activity or separately, of the overall replication / reproducibility of results / experiments and other research results.
- l) Visualization - preparation, creation and/or presentation of published work, specifically visualization / presentation of data.
- m) Writing - original draft: preparation, creation and/or presentation of the published work, specifically writing the initial draft (including substantive translation).
- n) Writing - reviewing and editing: preparation, creation and/or presentation of the published work by those of the original research group, specifically critical review, commentary or revision, including pre- or post-publication stages.

CRedit makes, among others, the following recommendations:

- Mention contributions: all contributions should appear, whether from those listed as authors or individuals named in the acknowledgements.
- Multiple roles possible: individual contributors can be assigned multiple roles, and a given role can be assigned to multiple contributors.
- Optional degree of contribution: when multiple people serve in the same role, the degree of contribution can optionally be specified as “lead,” “equal,” or “supporting.”
- Shared responsibility: the corresponding authors should take responsibility for role assignment, and all contributors should have the opportunity to review and confirm assigned roles.