HEC PARIS

Learning Center

Citation

1.1 Do not plagiarize!

- **Plagiarism is:**
  - o Taking the creative work of somebody else and claiming it is as your own.
  - o Taking an extract of a text, picture or data from external sources and incorporating it without mentioning its origin.
  - o Summarizing the original idea of an author by rephrasing it in your own words without, mentioning its origin.

- **Plagiarism is a breach of copyright. To avoid plagiarism, you must cite your sources:**
  - o When you quote your sources, you show your ability to search for information about your topic.
  - o Readers can then easily refer to the sources you used.

- **Citation is the recognition of the intellectual property of a passage inserted in a text.**

1.2 How to cite your sources?

- **To include a citation, you must:**
  - o Cite the text with quotation marks.
  - o Keep the original punctuation, capital letters, font, mistakes if they occur (in this case, the mistake should be followed by [*sic*] in brackets and in italics[1]).
  - o Add three dots in brackets [...] if you want to omit a part of the text.
  - o Mention the bibliographic reference from which the citation is extracted.

There are two methods of citing the reference from which the quote is taken:

- **Noting the reference in the body of the text as "author, date",** sometimes with page number. This shortened reference is written in brackets at the end of the citation.

"In the broader context of the modern economy, project management sounds more and more as the state-of-the-art managerial dimension, in which internal cultural dynamics, and the growing imperative to innovate, witness a focus of its concept not really towards hard issues such as planning and control, but instead towards softer ones, such as coordination of activities and human resources management." (Bellini, Canonico, 2007)

- **Noting the reference in the footnote** which includes several components of the bibliographic reference such as "author, title, date, and page". This method is particularly used for human sciences:

"Such a shift may be related to the fact that project-based organizations faced substantial obstacles in harnessing knowledge and in the re-exploitation of previously learned lessons due to the idiosyncratic and temporally limited nature of project tasks. Learning across projects (or even between project phases) therefore has become a major issue." [1]

[1] BELLINI, Emilio, CANONICO, Paolo. Knowing communities in project driven organization: Analysing the strategic impact of socially constructed HRM practices. In international Journal of Project Management, 2008, p.44-50

Learning Center HEC – Réalisé : septembre 2006 – Dernière mise à jour : Juin 2022
Contact : learning-center@hec.fr – 01 39 67 94 78

2