

Policy Document

Journal of Managerial Sciences

Aims & Objectives

Journal of Managerial Sciences, a *double peer reviewed open access quarterly* international journal, recognized in category “Y” by Higher Education Commission of Pakistan, is the official publication of Qurtuba University of Science & Information Technology. It publishes refereed papers on diverse themes related to business, management and accounting, dedicated to advancing the understanding of the intricacies of management in private and public sector through empirical investigations and theoretical analyses.

The Journal of Managerial Sciences provides an international forum for dialogue between researchers, thereby improving the understanding of the nature of management in different cultural settings and promoting the transfer of research results to respective communities.

The first volume of journal was published in January, 2007 and subsequently recognized by the Higher Education Commission in March, 2011

Scope

This journal seeks articles related to the management sciences. Its scope includes the following topics or other topics as the editorial board may consider appropriate. Articles need to make a significant contribution to the theoretical and /or methodological literature on the subject and contain a strong management component.

- Business Management
- Comparative and Cross-Cultural Management
- Risk Management
- Organizational Behavior
- Human resource management
- Marketing Management
- Accounting & Finance
- Business Economics
- Entrepreneurship
- Education Strategy
- Corporate Governance
- Environment Management
- Public Management
- Technology Management
- Supply Chain Management
- Organization Development
- Sustainable Development

About Journal of Managerial Sciences

Journal of Managerial Sciences is the flagship journal of Qurtuba University of Science and Information Technology. The Journal strives to publish novel and scholarly research with sound empirical and theoretical standing in the areas of business, economics, finance and management sciences. Launched in January 2007, the Journal is now open access and has been consistently published ever since. It is recognized in the “Y” category by the Higher Education Commission (HEC) of Pakistan. Journal of Managerial Sciences *publishes four issues annually*. The journal is open to many points of view and encourages debate to find solutions for problems involving academicians and the business community.

Authors' Guidelines Journal of Managerial Sciences

1. Research papers, submitted online through <https://journals.qurtuba.edu.pk/ojs/index.php/jms/about>, shall be entertained for review and further publication process.
2. The submitted articles are screened and reviewed at the desk of Assistant Editor and or by the Internal Review Committee, for the prescribed scope, contribution to literature, and novelty of the research conducted.
3. If an article does not meet the minimum criteria, the Assistant Editor shall inform the author accordingly, online/ through email within two months of its submission. The decision of the Internal Review Committee/Assistant Editor shall be considered as final.
4. Article process fee, through demand draft of PKR 4000/- (non-refundable) in favor of Qurtuba University of Science & Information Technology shall be deposited at the time of submission of the article. University shall not be responsible for any type of fee deposited by any individual /organization, for publication/conference, etc. to any other source(s)/individual(s)/employee(s).
5. The author shall send online the scan copy of the bank demand draft through OJS/email of the relevant journal.
6. The author shall send original demand draft to the Finance Manager of Qurtuba University of Science and Information Technology.
7. After a successful Desk Review, the research paper will be sent for double-blind peer review.
8. In case of minor observation(s), changes from the reviewer/ blind peer review, the author shall have to rectify the same and make changes in the article accordingly.
9. In the case of major observation(s), changes from the blind peer review, the paper shall not be considered for publication.
10. When the Review Committee approves the article, then the author will be advised to deposit a publication fee of PKR 15,000/-, which would be paid through a demand draft in favor of Qurtuba University of Science & Information Technology.
11. The maximum number of authors in a single paper shall be three. Authorship and order of authorship cannot be changed after the desk review.
12. Every article is processed for similarity index, using Turnitin®. An article, having a similarity index of more than 19% in total, and/or more than 4% with a single source, will not be considered for publication.

13. In the case of grammatical mistakes, the author(s) may be asked to get the paper proofread by a professional. (Proofreading certificate has to be attached).
14. The author of two papers shall not be allowed for publication in a single issue, regardless of the fact whether the author is the principal or a co-author.
15. Papers for publication from the renowned authors of technologically advanced countries shall be entertained on a priority basis.
16. A hard copy of the Acceptance Letter, duly signed by the Editor, shall be considered as the right claim. The digitally signed hard copy shall not be considered.
17. Manuscript style guidelines: Manuscript must be free of all self-references to the author.
 - Short sentences, short paragraphs, and simple, clear phraseology, with direct tenses, are recommended virtues.
 - The submitted manuscript should be single-spaced and fully justified.
 - Margins of the page should be 2 inches from all sides, except bottom i.e., 1.5inch.
 - The font should be in Times New Roman 11 points.
 - Words from languages, other than English, should be properly italicized. Quotations should be in double quotation marks.
 - Long quotations of three or more lines should be double- indented and single-spaced, with quotation marks.
 - The numbers of 12 and higher should be in figures.
 - Dates should be in the form e.g., September 5, 1990; 1994-1998; or, the 1990s.
 - All headings should be in bold capitals; all ranged left. They should not be numbered.
18. Notes and references: Notes should contain bibliographical information only. These should be set out in a single-spaced list at the end of the article, not at the foot of the typescript pages. Your bibliographical notes, which will be printed as a list of endnotes after the article, should include at least the following information in APA:
 - For books or other free-standing publications: author, the full title of, work (italic), place of publication, name of the publisher, date of publication (in parenthesis) & the page(s) referred to.
 - For periodical articles: full name of the author, the title of the article (in quotation marks), the title of periodical (italic), year of publication, page numbers of article.

Peer Review Statement

Journal of Managerial Sciences uses double-blind review, which means that both the reviewer and author identities are concealed from the reviewers, and vice versa, throughout the review process.

To facilitate this, authors need to ensure that their manuscripts are prepared in a way that does not give away their identity. To help with this preparation please ensure the following when submitting to “*Journal of Managerial Sciences*”.

- Submit the ***Title Page*** containing the Authors details and ***Blinded Manuscript*** with no author details as 2 separate files.

Information to help prepare the Title Page

This should include the title, authors' names and affiliations, and a complete address for the corresponding author including telephone and e-mail address.

Information to help prepare the Blinded Manuscript

Besides the obvious need to remove names and affiliations under the title within the manuscript, there are other steps that need to be taken to ensure the manuscript is correctly prepared for double-blind peer review. To assist with this process the key items that need to be observed are as follows:

- Use the third person to refer to work the Authors have previously undertaken, e.g., replace any phrases like “as we have shown before” with “... has been shown before [Anonymous, 2021]”.
- Make sure figures do not contain any affiliation related identifier.
- Do not eliminate essential self-references or other references but limit self-references only to papers that are relevant for those reviewing the submitted paper.
- Cite papers published by the Author in the text as follows: ‘[Anonymous, 2021]’.
- For blinding in the reference list: ‘[Anonymous 2021] Details omitted for double-blind reviewing.’
- Remove references to funding sources
- Do not include acknowledgments
- Remove any identifying information, including author names, from file names and ensure document properties are also anonymized.

Authorship Policy

The authorship policy of “**Journal of Managerial Sciences**” refers to the agreement on the part of the author to comply the defined ethical standards of this journal. We believe that the publication in this journal is an essential building block in the development of the coherent network of knowledge. It is a direct reflection of the quality of work of the author and the institutions that support them. Hence authors should comply the following ethical and behavioral standards.

- **Authorship of the paper:** Authorship should be limited to those who have made a significant contribution to the conception, design, execution, or interpretation of the reported study. Transparency about the contributions of authors is encouraged, that is to be submitted in an “authorship statement”.
- **Originality and plagiarism:** The authors should ensure that they have written entirely original works, and if the authors have used the work and/or words of others, that this has been appropriately cited or quoted.
- **Data access and retention:** Authors may be asked to provide the raw data in connection with a paper for editorial review, and should be prepared to provide public access to such data.

- **Multiple, redundant or concurrent publication:** An author should not in general publish manuscripts describing essentially the same research in more than one journal or primary publication. “Journal of Managerial Sciences” does not view the following uses of a work as prior publication: publication in the form of an abstract; publication as an academic thesis.
- **Acknowledgement of sources:** Proper acknowledgment of the work of others must always be given.
- **Disclosure and conflicts of interest:** All submissions must include disclosure of all relationships that could be viewed as presenting a potential “*conflict of interest*”.
- **Fundamental errors in published works:** When an author discovers a significant error or inaccuracy in his/her own published work, it is the author's obligation to promptly notify the journal editor or publisher and cooperate with the editor to retract or correct the paper.
- **Changes to authorship:** Authors are strongly advised to ensure the correct author group, the Corresponding Author, and the order of authors at submission. Changes of authorship by adding or deleting authors, and/or changes in Corresponding Author, and/or changes in the sequence of authors are not accepted after acceptance of a manuscript.
- **Confidentiality:** Authors should treat all communication with the Journal as confidential which includes correspondence with direct representatives from the Journal such as Editors-in-Chief and/or Handling Editors and reviewers’ reports unless explicit consent has been received to share information.
- **Authorship issues or disputes:** In the case of an authorship dispute during peer review or after acceptance and publication, the Journal will not be in a position to investigate or adjudicate. Authors will be asked to resolve the dispute themselves. If they are unable the Journal reserves the right to withdraw a manuscript from the editorial process or in case of a published paper raise the issue with the authors’ institution(s) and abide by its guidelines.
- **Affiliation:** The primary affiliation for each author should be the institution where the majority of their work was done. If an author has subsequently moved, the current address may additionally be stated. Addresses will not be updated or changed after publication of the article.

Authorship Statement

Manuscript Title:

All persons who meet authorship criteria are listed as authors, and all authors certify that they have participated sufficiently in the work to take public responsibility for the content, including participation in the concept, design, analysis, writing, or revision of the manuscript. Furthermore, each author certifies that this material or similar material has not been and will not be submitted

to or published in any other publication before its appearance in the “**Journal of Managerial Sciences**”.

Authorship Contributions

Please indicate the specific contributions made by each author. The name of each author must appear at least once in each of the three categories below.

Category 1

Conception and design of study: _____, _____, _____

Acquisition of data: _____, _____, _____.

Analysis and/or interpretation of data: _____, _____, _____,

Category 2

Drafting the manuscript: _____, _____, _____.

Revising the manuscript critically for important intellectual content: _____,
_____, _____,

Category 3

Approval of the version of the manuscript to be published (the names of all authors must be listed):

_____, _____, _____.

This statement is signed by all the authors:

Author's name:

1. _____

2. _____

3. _____

HEC Plagiarism Policy

1. Preamble

In the wake of fundamental improvements being introduced in the system of Higher Education in Pakistan, the credit, respect, recognition of research and scholarly publications, career development and financial gains are now linked with such original works accomplished without replicating the efforts of other researchers. It has therefore become necessary that the menace of plagiarism is highlighted and curbed through exemplary punitive actions. On the other hand, we must also guard against bogus or false complaints in order to prevent victimization which may make researchers and scholars shy away from research simply because of the fear of prosecution. A Plagiarism Policy has therefore become necessary to create awareness, define various forms in which Plagiarism exhibits itself, present a methodology of investigation, cater for punitive action proportional to the extent of the offence and even address the issue of false or spurious complaints.

2. Definition

According to the Concise Oxford Dictionary, Plagiarism is defined as "taking and using the thoughts, writings, and inventions of another person as one's own". This, or various similar definitions found in recognized publications / documents, are very broad and can be used to create awareness about Plagiarism but are not practical enough to apply in order to ascertain guilt or innocence in specific cases. In order to establish the violation of ethical norms, or academic or intellectual dishonesty resulting from Plagiarism and to take punitive actions in this regard, it is necessary that the variety of forms in which Plagiarism manifests itself are known. These include but are not limited to the following:

“Verbatim copying, near-verbatim copying, or purposely paraphrasing portions of another author's paper or unpublished report without citing the exact reference. Copying elements of another author's paper, such as equations or illustrations that are not common knowledge, or copying or purposely paraphrasing sentences without citing the source. Verbatim copying portions of another author's paper or from reports by citing but not clearly differentiating what text has been copied (e.g. not applying quotation marks correctly) and /or not citing the source correctly” [1]. "The unacknowledged use of computer programs, mathematical / computer models / algorithms, computer software in all forms, macros, spreadsheets, web pages, databases, mathematical deviations and calculations, designs / models / displays of any sort, diagrams, graphs, tables, drawings, works of art of any sort, fine art pieces or artifacts, digital images, computer-aided design drawings, GIS files, photographs, maps, music / composition of any sort, posters, presentations and tracing." [2] "Self-plagiarism, that is, the verbatim or near-verbatim re-use of significant portions of one's own copyrighted work without citing the original source." [1]

3. Explanation from Wikipedia, the free encyclopedia

Wikipedia, the free encyclopedia on the web describes and explains Plagiarism as "the unauthorized use or close imitation of the language and thoughts of another author and the representation of them as one's own original work. Unlike cases of forgery, in which the

authenticity of the writing, document, or some other kind of object itself is in question, plagiarism is concerned with the issue of false attribution. Within academia, plagiarism by students, professors, or researchers is considered

academic dishonesty or academic fraud and offenders are subject to academic censure. In journalism, plagiarism is considered a breach of journalistic ethics, and reporters caught plagiarizing typically face disciplinary measures ranging from suspension to termination. While plagiarism in scholarship and journalism has a centuries-old history, the development of the Internet, where articles appear as electronic text, has made the physical act of copying the work of others much easier. Plagiarism is different from copyright infringement. While both terms may apply to a particular act, they emphasize different aspects of the transgression. Copyright infringement is a violation of the rights of the copyright holder, which involves the loss of income and artistic control of the material when it is used without the copyright holder's consent. On the other hand, plagiarism is concerned with the unearned increment to the plagiarizing author's reputation. In the academic world, plagiarism by students is a very serious academic offense which can result in punishments such as a failing grade on the particular assignment (typically at the high school level), or a failing grade for the course (typically at the college or university level). For cases of repeated plagiarism, or for cases where a student has committed a severe type of plagiarism (e.g. copying an entire article and submitting it as his / her own work), a student may be suspended or expelled, and any academic degrees or awards may be revoked. For professors and researchers, who are required to act as role models for their students, plagiarism is a very serious offence, and is punishable by sanctions ranging from suspension to termination, along with the loss of credibility and integrity. Charges of plagiarism against students, faculty members and staff are typically heard by internal disciplinary committees, which students and faculty members have agreed to be bound by." [3]

Wikipedia also describes Self-plagiarism as "the re-use of significant, identical, or nearly identical portions of one's own work without acknowledging that one is doing so or without citing the original work. Typically, high public-interest texts are not a subject of self-plagiarism; however, the authors should not violate copyright where applicable. "Public-interest texts" include such material as social, professional, and cultural opinions usually published in newspapers and magazines." [3]

4. Aim: The aim of this policy is to apprise students, teachers, researchers and staff about Plagiarism and how it can be avoided. It is also aimed at discouraging Plagiarism by regulating and authorizing punitive actions against those found guilty of the act of Plagiarism.

5. Applicability: The policy is applicable to students, teachers, researchers and staff of all institutions and organizations in Pakistan who are involved in writing or publishing their work. In this context a "Student" is a person who, on the date of submission of his / her paper / work is a registered student of any University or Degree Awarding Institution recognized by Higher Education Commission (HEC). "Teachers and Researchers" include faculty members or equivalent of the University / Organization or/of a constituent or affiliated college or researchers of an organization and such other persons as may be declared to be so by regulations. "Staff" is any employee of an organization involved in writing and publishing his / her work. Any person listing

his CV on the website or any current publication or applying for any benefit on the basis of published or presented work that is plagiarized will be liable to be punished as per prescribed rules.

6. Responsibility of the Institutions & Organizations: All institutions and organizations are responsible to apprise their students, teachers, researchers and staff of the definition, implications and resulting punishments in case, after due investigation, they are found guilty of plagiarism. The institutions / organizations must acquaint their students, teachers, researchers and staff with this policy and ensure that they are fully aware that all authors are deemed to be individually and collectively responsible for the contents of papers published by Journals / Publishers etc. Hence, it is the responsibility of each author, including the coauthors, to ensure that papers submitted for publication should attain the highest ethical standards with respect to plagiarism. To facilitate the institutions / organizations in creating awareness about Plagiarism, a modified version of "Little Book of Plagiarism", a publication of Leeds Metropolitan University is appended as "Annexure" to this policy. Any University or Degree Awarding Institution which does not adopt and implement this policy will have its degree derecognized by HEC.

7. Reporting: To inform HEC or respective Universities / Organizations of alleged plagiarism, a complaint is to be made by email, post, fax or other means to HEC Quality Assurance Division or respective Universities / Organizations. In case of lodging a complaint in the form of a letter, copy may be sent to HEC. The following information is to be provided:

a) "Citation of the original paper or document or idea which was plagiarized, (paper title, author(s), publication title, month and year of publication if available and the journal, in which published, with details). If the original paper is unpublished (e.g. an institutional technical report, an on-line paper), the complainant is to provide as much information as possible to ensure authenticity of the claim.

b) The citation of the alleged plagiarizing paper (paper title, author(s), publication title, month and year of publication if available and the journal with details in which published). If the paper is unpublished (e.g. an institutional technical report, an on-line paper), the complainant is to provide as much information as possible to ensure proper investigation.

c) Copies of both papers if possible.

d) Any other information that would help HEC or respective Universities / Organizations to efficiently resolve the claim." [1]

e) Name, designation, organization, address, e-mail address and telephone number of the complainant.

Investigation:

8. Upon receipt of an allegation of Plagiarism, the HEC Quality Assurance Division will request the respective Vice Chancellor / Rector / Head of the Organization to carry out investigation. The complaints received through HEC or directly by a University / Organization will be dealt with by the Universities / Organizations according to the procedures given below. The Vice Chancellor / Rector / Head of the Organization will have the discretion of not taking any action on

anonymous complaints. For investigation of Plagiarism cases, the Vice Chancellor / Rector / Head of Organization will have an obligation to:

- a) Constitute a “Plagiarism Standing Committee” consisting of 3 senior faculty members, a subject specialist in that particular field is to be coopted, a senior student (only if a student is being investigated upon) and a nominee of the HEC. The seniority of the members of “Plagiarism Standing Committee” should be of a level keeping in view the seniority of the individual being investigated upon and the nature and gravity of the offence.
- b) Provide a guideline, prepared by HEC for the functioning of the "Plagiarism Standing Committee", to all members of the Committee.
- c) Provide clear terms of reference to the “Plagiarism Standing Committee” for their investigation.
- d) The members of the “Plagiarism Standing Committee” are to sign a confidentiality statement that during the investigation they will, under no circumstances, disclose any individual author's name, paper titles, referees, or any other personal or specific information concerning the plagiarism complaint under investigation, nor shall they reveal the names of the committee members.
- e) Provide opportunity to the author / authors under investigation to justify the originality of their concepts and research work. Similar opportunity will also be provided to the author whose paper is deemed to have been Plagiarized and / or the complainant, to justify the complaint.
- f) Provide every opportunity to the “Plagiarism Standing Committee” to use all foreseeable means to investigate the plagiarism claim.

9. The Plagiarism Standing Committee shall then conduct the investigation. Depending on the details of the claim, the investigation may include, but may not be limited to, any or all of the following steps:

- a) Manual and / or automated tests for content similarity [1].
- b) Determination of the extent and quantum of significant material plagiarized.
- c) Soliciting comments to the claim, from the Editor-in-Chief (of a journal) or Program Chair (of conference proceedings) and referees of either or both papers.
- d) Consultation with legal counsel. [1]
- e) Consult / contact witnesses and record statements there-of if so required.
- f) Consult / contact present and / or past employers of the authors.

10. The “Plagiarism Standing Committee” will submit its report with clear cut findings and recommendations to the Vice Chancellor / Rector / Head of the Organization within a specified period not exceeding sixty days. The Vice Chancellor / Rector / Head of the Organization will have the discretion to implement the recommendations after approval through the statutory process and take punitive action against the offender as per penalties prescribed under this policy or to forward the report to HEC or his / her parent organization for further action if outside their purview / jurisdiction.

Penalties for Plagiarism

11. Plagiarism is an intellectual crime. As such the penalties for plagiarism should not only take into account the severity and recurrence of the offence, but also the intellectual standing of the offender. This entails a gradual increase in punitive action with minimum punishment for a first-time offence by a student who copies a homework assignment to a maximum punishment for a teacher/researcher/staff who attempts to present / publish, or actually presents / publishes plagiarized material; as his own, in a conference / journal. Therefore, the punishments for Plagiarism have been divided into two separate categories, i.e. those for "Teachers, Researchers and

Staff" and those for the "Students". The groups have already been defined in para 5 above.

(a) Penalties for Teachers, Researchers and Staff: When an act of plagiarism, as described earlier in paras 2 and 3, is found to have occurred, the "Plagiarism Standing Committee" in its recommendations, **DEPENDING UPON THE SERIOUSNESS OF THE PROVEN OFFENCE**, will advise the Competent Authority of the Organization, to take any one or a combination of the following disciplinary action(s) against the teacher, researcher and / or staff found guilty of the offence:

(i) Major Penalty:

In cases where most of the paper (or key results) have been exactly copied from any published work of other people without giving the reference to the original work, then (a) a major penalty of dismissal from service needs to be prescribed, along with (b) the offender may be "Black Listed" and may NOT be eligible for employment in any academic / research organization, and (c) the notification of "Black Listing" of the author(s) may be published in the print media or may be publicized on different websites at the discretion of the Vice-Chancellor / Rector / Head of the organization.

(ii) Moderate Penalty:

In case where some paragraphs including some key results have been copied without citation, then a moderate penalty involving any one or both of the following needs to be imposed (a) demotion to the next lower grade, (b) the notification of "Black Listing" of the author(s) which may be published in the print media or may be publicized on different websites at the discretion of the Vice-Chancellor / Rector / Head of the organization.

(iii) Minor Penalty:

In case a few paragraphs have been copied from an external source without giving reference of that work, then minor penalties need to be prescribed for a specified period involving any one or more of the following: (a) warning, (b) freezing of all research grants, (c) the promotions/annual increments of the offender may be stopped, for a specified period and (d) HEC or the University / Organization may debar the offender from sponsorship of research funding, travel grant,

supervision of Ph.D. students, scholarship, fellowship or any other funded program for a period as deemed appropriate by the "Plagiarism Standing Committee".

(b) Students: When an act of plagiarism, as described earlier in paras 2 and 3, is found to have occurred, the "Plagiarism Standing Committee" in its recommendations, **DEPENDING UPON THE SERIOUSNESS OF THE PROVEN OFFENCE**, will advise the Vice Chancellor / Head of the Organization, to take any one or a combination of the following disciplinary action(s) against the student(s) found guilty of the offence:

(i) In the case of thesis, the responsibility of plagiarism will be of the student and not of the supervisor or members of the Supervisory Committee.

(ii) The offender may be expelled/ rusticated from the University and from joining any institution of Higher Education in Pakistan for a period as deemed appropriate by the "Plagiarism Standing Committee". A notice may be circulated among all academic institutions and research organization to this effect.

(iii) The offender may be relegated to a lower class.

(iv) The offender may be given a failure grade in the subject.

(v) The offender may be fined an amount as deemed appropriate.

(vi) The offender may be given a written warning if the offence is minor and is committed for the first time.

(vii) The degree of a student may be withdrawn if **AT ANY TIME** it is proven that he or she has presented Plagiarized work in his / her MS, MPhil or PhD dissertation if the extent of plagiarism comes under the category of major penalty as conveyed in Para 11(a-1).

(viii) The notification of the plagiarism by the author(s) may be published in the print media or may be publicized on different websites at the discretion of the Vice Chancellor / Rector / Head of the Organization.

(ix) HEC or the University / Organization may debar the offender from sponsorship of research funding, travel grant, scholarship, fellowship or any other funded program for a period as deemed appropriate by the "Plagiarism Standing Committee".

(x) Any other penalty deemed fit by the "Plagiarism Standing Committee".

(c) Co-Authors/Declarations 1. Provided that a co-author has listed a paper in his/her resume and applied for a benefit forthwith, any co-author is deemed to be equally responsible for any plagiarism committed in a published paper presented to or published in a journal or presented at a conference. 2. All Journals in Pakistan must require ALL authors to sign a declaration that the material presented in the creative work is not plagiarized (Sample Attached) 12. Additional Actions Required: In addition to the above punishments, the following additional common actions must be taken if the offence of Plagiarism is established:

a) If the plagiarized paper is accessible on the web page its access will be removed. The paper itself will be kept in the database for future research or legal purposes.

b) The author(s) will be asked to write a formal letter of apology to the authors of the Original paper that was plagiarized, including an admission of plagiarism. Should the author(s) refuse to comply then additional punishments as deemed fit may be recommended by the "Plagiarism Standing Committee.

c) If the paper is submitted but not published yet, the paper will be rejected by the Editor-in-Chief or the Program Chair without further revisions and without any further plagiarism investigation conducted. [1] However, Warning may be issued to the author/ co-author.

13. Appeal: As the penalties are severe, the affected person(s) will have the right to appeal to the Chairman HEC / Vice Chancellor / Rector / Head of the Organization for a review of the findings or may submit a mercy petition within 30 days from the date of notification. Such appeals / petitions will be disposed off within 60 days of receipt, by following the laid down procedures regarding such appeals.

14. Penalty for Wrong Reporting / False Allegation: If the case of Plagiarism is not proved and it is confirmed that a false allegation was lodged, the Vice Chancellor / Rector / Head of the Organization will inform the complainant's Organization and will recommend disciplinary action against the complainant, to be taken by his / her parent organization.

References

[1] "ACM (Association of Computing Machinery) Policy on Plagiarism" (<http://www.acm.org/pubs/plagiarism%20policy.html>) [2] "Academic Integrity Statement: Appendix1" (University of Southampton Calendar 2006/7) (<http://www.calendar.soton.ac.uk/sectionIV/part8a.html>)

[3] "Plagiarism from Wikipedia, the free encyclopedia" (<http://en.wikipedia.org/wiki/plagiarism>).

(Sample)

HIGHER EDUCATION COMMISSION OF PAKISTAN (Monograph & Textbook Writing Scheme) Monograph / Textbook Proposal Submission Undertaking*

Corresponding Author(s) name: _____

Corresponding Author(s) Address: _____

Title of Work: _____ The Higher Education Commission (Publisher) and the Monograph/Textbook Proposal Author (Authors if a multiauthored Work) agree as the following: 1. The Monograph/Book will contain the original Work of author(s). 2. It will not violate copyright or intellectual property right of any person or entity. 3. It will not contain previously published material in whole or in part for which permission from the concerned parties has not been secured. 4. The author(s) recognize that if any material submitted for consideration to the HEC is found to be plagiarized, then the HEC may bar the author(s) from participating in

all HEC Programs and public notice to the fact maybe issued in print as well as electronic media. The HEC reserves the right to recover all amounts spent on evaluation/publication etc., and also may take any other action deemed necessary to serve as deterrence against plagiarism. 5. The author(s) shall indemnify and hold the Publisher harmless against loss or expenses arising from breach of any such warranties. 6. In consideration of the HEC’s agreement to publish the Work, the author(s) hereby grants HEC a nonexclusive, royalty-free license to print, publish, reproduce or distribute the Work throughout the world by all means of expression, including electronic format. The author(s) further grants HEC the right to use the author’s name in association with the Work in published form and in promotional materials. 7. The copyrights are duly reserved by Higher Education Commission of Pakistan.

All authors are requested to sign this form. If not signed by all authors, the corresponding author acknowledges that s/he is signing on behalf of all the authors and with their authorization. Faxed signatures and multiple forms are acceptable provided the corresponding author collates all the material and submits in one batch.

Author Signature: _____ Name: _____ Date: _____

Author Signature: _____ Name: _____ Date: _____

Author Signature: _____ Name: _____ Date: _____

Publisher Signature: _____ Name: _____ Date: _____

* Similar Schemes could be developed for authors or thesis etc.

Complaint Handling Policy and Procedure

This policy refers to the procedures and actions adopted by “**Journal of Managerial Sciences**” to resolve complaints of the authors/academicians/readers received. We welcome the complaints and try our level best to solve the matters to the entire satisfaction of the complainant. We would like to inform our authors and readers to read and understand the authors guidelines concerning “**Journal of Managerial Sciences**”, because we will entertain only those complaints whose solutions and explanations are not given in the section of the journal.

Our Understanding about Complaints

- The meaning of complaint we understand is any type of unhappiness or dissatisfaction regarding the publication and policies of the journal.

- The complaint may be due to the long delay in publication or replies sought by the author.
- The complaint may also be about the decision of the editorial team or editors regarding the manuscripts of the author.
- Sometimes, the complaints may be about the rude responses or a misjudgment of the editorial team.

Types of Complaints

- Complaints from the author.
- Complaints about plagiarism.
- Duplicate publication or submitting the article to various journal at the same time.
- Research results misappropriations.
- Complaints regarding the research errors and fraud.
- Violations of research standards.
- Conflicts of interest.
- Bias behavior of reviewers.

Editorial Complaints Policy

The **Journal of Managerial Sciences** editor/staff will take a prompt action on every complaint, irrespective of the authors, academicians or our readers and make their full efforts to solve and satisfy the person to their entire satisfaction. We, at the same time, do not consider every statement as a complaint, but if it a healthy criticism, we thank the person and try to improve our systems.

Policy for Handling Complaints

If the journal receives any complaints which infringes intellectual property rights or contains material, inaccuracies or unlawful material, the journal will immediately pay full attention, investigate about the various aspects of the complaint and try to solve and satisfy the complainants. Editorial staff and editors make their full efforts to improve the quality of the journal and minimize the mistakes to zero. However, we still accept that occasionally mistakes may occur.

Response Time

We take minimum time (maximum 4 weeks) to solve the complaints of dissatisfaction.

How to make a complaint

The complaints of the authors and readers should be sent to the Editor in Chief with the name of the journal by email: jms@qurtuba.edu.pk

Do you genuinely have any grievance in a matter related to processing or publishing of your manuscript, please write to us. As a responsible publisher, we will address your grievance with due diligence and full of your satisfaction.

Conflict of Interest Policy

Journal of Managerial Sciences

In order to encourage transparency without impeding publication, all authors, reviewers and editors must declare any association that poses a conflict of interest in connection with the manuscript. There should be no contractual relations or proprietary considerations that would affect the publication of information contained in a submitted manuscript. A competing interest for a scholarly journal is anything that interferes with, or could reasonably be perceived as interfering with, the full and objective presentation, review, or publication of research findings, or of articles that comment on or review research findings. Potential conflicts of interest exist when an author, editor or reviewer has financial, personal or professional interests in a publication that might influence their scientific judgment.

Examples of such conflicts include, but are not limited to:

- Financial conflicts: stock ownership; patents; paid employment or consultancy; board membership; research grants; travel grants and honoraria for speaking or participation at meetings; gifts
- Personal conflicts: relationship with editors, editorial board members, or with possible reviewers who have had recent or ongoing collaborations with the authors, have commented on drafts of the manuscript, are in direct competition, have a history of dispute with the authors
- Professional conflicts: public associations with institutions or corporations whose products or services are related to the subject matter of the article; membership of a government advisory council/committee; relationship with organizations and funding bodies

Authors should declare whether they have any conflicts of interests that could have influenced the reporting of the experimental data or conclusions in their paper. Such a statement should list all potential interests or, if appropriate, should clearly state that there are none. The editors may decide not to publish papers when we believe the competing interests are such that they may have compromised the work or the analyses or interpretations presented. Upon submission of a manuscript, authors may suggest to exclude any specific editors or reviewers from the peer review of their article. It is the responsibility of authors to disclose in the Acknowledgments section any funding sources for the project or other relationships that are relevant. Authors are suggested to fill in the Conflicts of Interest Form and send the electronic version to the Journal Editor.

Editors should consider whether any of the above competing interests are relevant to them and the manuscript under consideration. Editor who believes that the conflict will preclude an

impaired judgment should disclose to the Editor the nature of the conflict and decline to handle the paper.

Reviewers should consider whether any of the above applies to them and declare any such competing interests. If they feel they cannot review a paper because of any competing interest, they should tell us. They should also declare any association with the authors of a paper.”

For: “Unpublished materials disclosed in a submitted manuscript must not be used in an Editor’s own research without the explicit written consent of the author(s)” For Peer Reviewers: “Privileged information or ideas obtained through peer review must be kept confidential and not used for personal advantage. Reviewers should not consider evaluating manuscripts in which they have conflicts of interest resulting from competitive, collaborative, or other relationships or connections with any of the authors, companies, or institutions connected to the submission.” For Authors: “All authors should disclose in their manuscript any financial or other substantive conflict of interest that might be construed to influence the results or their interpretation in the manuscript. All sources of financial support for the project should be disclosed. “Journal submissions are assigned to editors in an effort to minimize potential conflicts of interest. The following relationships between editors and authors are considered conflicts and are avoided: Current colleagues, recent colleagues, recent co-authors, and doctoral students for which editor served as committee chair. After papers are assigned, individual editors are required to inform the managing editor of any conflicts not included in the list above. In the event that none of the editors satisfy all of the conflict screens, co-editors who are least conflicted will be assigned to the manuscript. In addition, co-editors who are least conflicted are assigned for all paper submissions by sitting editors. Journal submissions are also assigned to referees to minimize conflicts of interest. After papers are assigned, referees are asked to inform the editor of any conflicts that may exist. “Any potential editorial conflicts of interest should be declared to the publisher in writing prior to the appointment of the editor, and then updated if and when new conflicts arise. The publisher may publish such declarations in the journal. The editor must not be involved in decisions about papers which s/he has written him/herself or have been written by family members or colleagues or which relate to products or services in which the editor has an interest. Further, any such submission must be subject to all of the journal’s usual procedures, peer review must be handled independently of the relevant author/editor and their research groups, and there must be a clear statement to this effect on any such paper that is published. The editor shall apply policy relating to the disclosure of potential conflicts of interest by authors and reviewers, guidelines”

“All conflicts of interest should be declared by the author, editor or reviewer.

Conflicts of interest include:

- A financial or personal interest in the outcomes of the research;
- Undisclosed financial support for the research by an interested third party;
- A financial or personal interest in the suppression of the research;

A note to highlight the background to financial support for the research from third parties or any other possible conflict of interest must be added to the paper prior to review.

If a conflict of interest is suspected, then this should be reported to the editor. A concern regarding an editor should be raised with the journal publisher. “Authors

Conflicts for authors are most often associated with the risk of bias in a manuscript. As an author, if you have any interest or association that could be seen to have influenced your decision-making process, you should ensure that it is declared at the time of submission. ...Whether or not you believe a conflict of interest exists, you will be asked to include a statement in your manuscript. If you believe no conflicts exist, you will be asked to confirm this in writing.

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Firstly, you should assess your own potential conflicts. If you have recently coauthored with the author of the manuscript, you could be perceived to be influenced by your relationship. Similarly, if you have recently shared an affiliation or employment history with the author, it could also be seen to be inappropriate for you to handle their work. aims to avoid assigning papers to Editors who might have conflicts, but we also expect our Editors to declare any conflicts. If you believe a conflict exists, you should refuse to handle the manuscript...

Reviewers

By agreeing to peer review a manuscript you are providing essential neutral assessment. As such, you should ensure that you have no conflicts of interest that could be seen to prevent you from acting in an impartial manner.

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“Conflict of interest is defined as any situation in which a member’s or volunteer’s decisions or votes could substantially and directly affect the member’s or volunteer’s professional, personal, financial or business interests. ...Conflict of Interest Disclosure Statement. members, non-members or volunteers in an elected or appointed position and volunteers, editors and others involved in making procurement decisions or other activities that could represent a potential conflict of interest as determined by the Audit Committee shall submit annually a completed Conflict of Interest Disclosure Statement to the Director, Internal Audit, at the Operations Center. Forms shall be on file within 30 days of assuming his/her position or, in the case of elected positions, within 30 days of acceptance of the nomination, or as otherwise determined by the JMS Audit Committee. The JMS staff shall notify every individual requested to file a Conflict of Interest of the applicable deadline. Failure to submit a form shall result in automatic removal from service on the committee, board or election slate, as the case may be.”

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No exact description on need for declaring COI for editors and reviewers

“For the purposes of this statement, competing interests are defined as those of a financial nature that, through their potential influence on behavior or content or from perception of such potential influences, could undermine the objectivity, integrity or perceived value of a publication

Application to authors

Unless/until the article is published, authors' declarations will be considered confidential, and will not be disclosed to peer-reviewers.

The published article (Article, Letter, Brief Communication, Review, Perspective, Insight) indicates the authors' response using one of the following standard sentences:

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The journal invites peer-reviewers to exclude themselves in cases where there is a significant conflict of interest, financial or otherwise. However, just as financial interests need not invalidate the conclusions of an article, nor do they automatically disqualify an individual from evaluating it. We ask peer-reviewers to inform the editors of any related interests, including financial interests as defined above, that might be perceived as relevant. Editors will consider these statements when weighing reviewers' recommendations.

Application to editors

journal editorial staff are required to declare to their employer any interests — financial or otherwise — that might influence, or be perceived to influence, their editorial practices. Failure to do so is a disciplinary offence...”

“Application to authors

Authors must disclose and specify any competing interest during the submission process, via declarations in the manuscript submission system. For certain types of content, declarations may be collected. The corresponding author is responsible for providing a declaration on behalf of all authors. For peer reviewed contributions, authors' declarations are disclosed to peer reviewers in full. However, if authors have opted for double-blind peer review, during the peer review process reviewers will be provided with a minimal statement disclosing the existence of any financial or non-financial interest, to prevent the disclosure of authors' identities. Reviewers will be provided the full competing interests declarations at the time of acceptance. Authors opting for double-blind peer review should provide their minimal statement (either "The authors declare the existence of a financial/non-financial competing interest" OR "The authors declare no competing interests") in the submission system and a complete statement of disclosure in their cover letter.

In addition to any declarations in submission systems or forms, all authors regardless of peer review model are required to include a statement at the end of their published article to declare whether or not they have any competing interests. The published article indicates the authors' response using one of the following standard sentences:

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Application to editors

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What is a 'Conflict of interest'? Any financial interests or connections, direct or indirect, or other situations that might raise the question of bias in the work reported or the conclusions, implications or opinions stated – including pertinent commercial or other sources of funding for the individual author(s) or for the associated department(s) or organization(s), personal relationships, or direct academic competition...

Who should make the declaration? The corresponding author is expected to obtain the relevant information from all co-authors ...

All referees are either asked to decline to review a manuscript if they have a potential conflict or declare any potential conflict.

All Editors have submitted a Conflict of Interest statement to the publisher. Editors would not handle the review of a manuscript if there was a potential Conflict of Interest, and instead would pass it on to another editorial colleague."

“Authors, reviewers, and editors must declare potential competing interests, or interests that may be perceived as such, as they relate to the research. A competing interest may relate to a person or an entity and may be of a financial, non-financial, professional or personal nature.

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Many scholars, researchers and professionals may have potential conflicts of interest, that could have an effect on – or could be seen to – have an effect on their research. A potential conflicting interest might arise from relationships, allegiances or hostilities to particular groups, organizations or interests, which may influence excessively one’s judgments or actions. The issue is particularly sensitive when such interests are private and/or may result in personal gain.

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Allegations of Research Misconduct Policy

Journal of Managerial Sciences

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Journal of Managerial Sciences, the “*double-blind peer reviewed (anonymous reviewer/anonymous author)*” journal carefully checks conflicts of interest of all reviewers before they are invited to review. Report of research misconduct may be related to a published article or a manuscript under peer review process. The procedure for the application and management of

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- The editorial office of the journal receives a complaint that an article submitted to or published in the journal is suspected of containing research misconduct.
- The complainant needs to clearly indicate the specific manner and detail of misconduct; for example, in a case of plagiarism, the plagiarized paragraph should be clearly highlighted and the original and suspected articles should be referred to clearly.
- The editorial office will conduct an investigation, during which time the editor of the journal and the corresponding author(s) of the suspected article will be in contact.
- The corresponding author(s) will be asked to provide an explanation with factual statements and any available evidence.
- If the author(s) of the suspected article accepts the misconduct complaint, the editorial office will take the following actions depending on the situation:
 - If the article has been published, an erratum or retraction may be necessary to remedy the situation. However, there may still be disagreement concerning the appropriate wording of the description.
 - If the misconduct is reported during the review process, the review process may continue, with the author(s) making the relevant changes.
- In the case of nonresponse in the stipulated time or an unsatisfactory explanation, the article may be permanently retracted or rejected. Before making a decision, confirmation will be sought from the experts of the relevant institution or other authorities as required.
- The complainant will be informed of the outcome once the issue is resolved.
- The complaint case will there upon be considered concluded.

Author(s) Consent Letter
(Must be filled electronically)

It is mandatory for all the authors who submit their manuscript with a will to publish in “Journal of Managerial Sciences” to express their consent through this Performa. The duly filled and signed copy of this letter must be sent to the journal’s editorial office through email at jms@qurtuba.edu.pk in reply to the submission acknowledgement.

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A. Editors' responsibilities

1. Publication decisions

The editorial board is responsible for deciding which of the papers submitted to the journal will be published. The decision will be based on the paper's novelty, originality and clarity, and the study's validity and its relevance to the journal's scope. The editorial board will evaluate manuscripts regardless of the authors' race, gender, sexual orientation, religious belief, ethnic origin, citizenship, or political

philosophy. The editorial board will have the decision authority not to include papers having negative critical orientation based on authors' race, gender, sexual orientation, religious belief, ethnic origin, citizenship, or political philosophy. Current legal requirements regarding defamation and plagiarism should also be considered.

2. Confidentiality

The editorial board and any editorial staff must not disclose any information about a submitted manuscript to anyone other than the corresponding author, reviewers, potential reviewers, other editorial advisers, and the publisher, as appropriate till it is published.

3. Disclosure and conflicts of interest

Unpublished materials disclosed in a submitted paper will not be used by the editor or the members of the editorial board for their own research purposes without the author's explicit written consent of the author(s).

4. Publication decisions

The handling Editor-in-Chief of the journal is responsible for deciding which of the submitted articles should be published. The Editor-in-Chief may be guided by the policies of the journal's Editorial Board and constrained by such legal requirements as shall then be in force regarding defamation and plagiarism. The Editor-in-Chief may consult with other editors or reviewers in making this decision.

B. Reviewers' responsibilities

1. Contribution to editorial decisions

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Any selected reviewer who feels unqualified to review the research reported in a manuscript or knows that its prompt review will be impossible should notify the editor and withdraw from the review process.

3. Confidentiality

Any manuscripts received for review must be treated as confidential documents. They must not be disclosed to or discussed with others except as authorized by the Editor-in-Chief.

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Reviews should be conducted objectively. Personal criticism of the author is inappropriate. Reviewers should express their views clearly with supporting arguments.

5. Acknowledgement of sources

Reviewers should identify cases in which relevant published work referred to in the paper has not been cited in the reference section. They should point out whether observations or arguments derived from other publications are accompanied by the respective source. Reviewers will notify the editor of any substantial similarity or overlap between the manuscript under consideration and any other published paper of which they have personal knowledge.

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Privileged information or ideas obtained through peer review must be kept confidential and not used for personal advantage. Reviewers should not consider manuscripts in which they have conflicts of interest resulting from competitive, collaborative, or other relationships or connections with any of the authors, companies, or institutions associated with the papers.

C. Authors' responsibilities

1. Reporting standards

Authors of original research reports should present an accurate account of the work performed as well as an objective discussion of its significance. Underlying data should be represented accurately in the paper. A paper should contain sufficient detail and references to permit others to replicate the work. Fraudulent or knowingly inaccurate statements constitute unethical behavior and are unacceptable.

2. Data access and retention

Authors could be asked to provide the raw data of their study together with the paper for editorial review and should be prepared to make the data publicly available if practicable. In any event, authors should ensure accessibility of such data to other competent professionals for at least ten years after publication (preferably via an institutional or subject-based data repository or other data center).

3. Originality, plagiarism and acknowledgement of sources

Authors will submit only entirely original works, and will appropriately cite or quote the work and/or words of others. Publications that have been influential in determining the nature of the reported work should also be cited.

4. Multiple, redundant or concurrent publication

In general, papers describing essentially the same research should not be published in more than one journal. Submitting the same paper to more than one journal constitutes unethical publishing behavior and is unacceptable. Manuscripts which have been published as copyrighted material elsewhere cannot be submitted. In addition, manuscripts under review by the journal should not be resubmitted to copyrighted publications. In case of publication, they permit the use of their work under CC BY-SA 4. license, which allows others to copy, distribute and transmit the work as well as to adapt the work and to make commercial use of it.

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Authorship should be limited to those who have made a significant contribution to the conception, design, execution, or interpretation of the reported study. All those who have made significant contributions should be listed as co-authors. The corresponding author ensures that all contributing co-authors and no uninvolved persons are included in the author list. The corresponding author will also verify that all co-authors have approved the final version of the paper and have agreed to its submission for publication.

6. Disclosure and conflicts of interest

All authors should include a statement disclosing any financial or other substantive conflicts of interest that may be construed to influence the results or interpretation of their manuscript. All sources of financial support for the project should be disclosed.

7. Fundamental errors in published works

When an author discovers a significant error or inaccuracy in his/her own published work, it is the author's obligation to promptly notify the journal editor or publisher and to cooperate with the editor to retract or correct the paper in form of an erratum.

D. Publisher's confirmation

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