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TITLE OF THE PAPER IN ENGLISH, TIMES NEW ROMAN FONT, 14 POINT, BOLD, CAPITAL LETTERS, CENTERED, SINGLE SPACED, WITH 42 POINT BEFORE THE TITLE AND 18 POINT AFTER TITLE

Abstract – 1 paragraph with **100–150 words**. Font size 9, single spaced, mirror indents size 0.5, indent of the first line size 0.5, justified.

Structure: **Purpose, Methodology, Results, Main contribution of the paper, Practical implications (if applicable).**

**Keywords:** three to five key words relating to the text, written in lower case letters except for proper names.

1. INTRODUCTION (Times New Roman, capital letters, 10 point, bold, single spaced, leave 12 point before and 6 point after the heading, text justified, first level numbering)

Function: to provide theoretical roots and to animate readers to read on. (Times New Roman, 10 point, single spaced, justified, hanging 0,5 cm).

When formatting the article, do not use automatic hyphenation, hyperlinks, as well as the so-called hard spaces (ctrl + shift + space) and soft enters (shift + enter) to move words to the next line. Margin settings: left and right: 4.1 cm; top and bottom: 5.3 cm; header: 4 cm, footer: 4 cm. Page Numbers: DO NOT put page numbers at the top or bottom of the pages.

1. LITERATURE REVIEW (Times New Roman, 10 point, bold, single spaced, leave 12 point before and 6 point after the heading, text justified)

The goal of the literature review: to define and clarify problems, to inform the reader about a subject by summarizing and evaluating studies, to identify inconsistencies, gaps, contradictions, and relationships in the literature and to suggest future steps and approaches to solve the issues identified. (Times New Roman, 10 point, single spaced, justified, hanging 0,5 cm)

In the text, the following citation style should be used (Wahyudi, 2020) or (Deephouse, Carter, 2005; Bromley, 2000). In the case of more than three authors, write the surname of the first of them and add the abbreviation “et al.” (Akintoye et al., 2022).

In the case of authors with the same surname, the initial of the first name   
and optionally of the middle name should be used (Smith, A., Smith, B., 2022). If the initials of the first names of two authors are the same, use full first name (Smith Anna, Smith Alex, 2022).

If there are several items by the same author from the same year, use enumeration: a, b, c... starting with the item that appears first in the bibliographic list (Kotler, 2016a).

In the case of many bibliographic items in one note, the following format should be used (Novas et. al., 2017; Bertocchi, Van der Borg, Camatti, 2021).

1. **METHODOLOGY** (Times New Roman, 10 point, bold, single spaced, leave 12 point before and 6 point after the heading, text justified)

The goal of the methodology section is to described how the research was conducted. Method used to gather data should be indicated as well as the reasons why this method was used and what the limitations are to this method. (Times New Roman, 10 point, single spaced, justified, hanging 0,5 cm)

1. RESULTS (Times New Roman, 10 point, bold, single spaced, leave 12 point before and 6 point after the heading, text justified)

This is an example of text. (Times New Roman, 10 point, single spaced, justified, hanging 0,5 cm)

The enumeration is as follows:

1. First item (Times New Roman, 10 point, justified, hanging: 0.5 cm).
2. Second item.
3. Next item.
4. Next item.
5. Next item:

* bullet text (hanging 0.5 cm; left indentation: 0.5 cm),
* bullet text
* bullet text.

Each figure or table must be numbered (first level numbering) and have a brief caption that describes it. The sources of the tables, figures or drawings are required. Every figure or table must be referenced in the body of the paper. Table 1 is an example of a table and Figure 1 is an example of a figure.

Figure 1. Heading (Times New Roman, 9 point, single spaced, justified, hanging 0,5 cm, leave 6 point before the figure heading, one empty line (10 point) before the figure). The maximum width of the figure must not exceed 12.5 cm

Source: Text (Times New Roman, 9 point, single spaced, justified, hanging 0,5 cm, leave 6 point after the figure heading).

Table 1. Heading (Times New Roman, 9 point, single spaced, justified, hanging 0,5 cm, leave 12 point before and 6 point after the table heading)

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| **The maximum width of the table must not exceed 12.5 cm** | | | | |
| text (Times New Roman, 9 point, single spaced) |  |  |  |  |
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Source: Text (Times New Roman, 9 point, single spaced, justified, hanging 0,5 cm, leave 12 point after and 6 point before the table heading).

All drawings, graphs and tables should be implemented directly within the body of the text or take up entire pages (they cannot cross over the margins). Drawings should be grouped.

Template for equations:

|  |  |  |
| --- | --- | --- |
|  |  | (1) |

Each equation has to be centered, space before and after paragraph size 3, numbering aligned to the right side of the margin.

1. DISCUSSION (Times New Roman, 10 point, bold, single spaced, leave 12 point before and 6 point after the heading, text justified)

Authors reflect on the broader implications of the results, presenting their reflections in the “Discussion” section of the paper. The goal of this part is to discuss the results of the study with respect to the problem of the study, indicate how do the findings add to the current literature and suggest area for future research. Authors might explain significance of the results and indicate the limitations of the study.

Structure: synopsis of our findings, hypotheses (confirmation or falsification), confrontation with previous findings, theoretical significance of results, broader implications, directions for future research. (Times New Roman, 10 point, single spaced, justified, hanging 0,5 cm).

1. CONCLUSIONS (Times New Roman, 10 point, bold, single spaced, leave 12 point following before and 6 point after the heading, text justified)

The goal of this section is to sum up the problem of the study as well as the overall arguments and findings. In this part authors have an opportunity to show why their research is important. (Times New Roman, 10 point, single spaced, justified, hanging 0,5 cm).

### **Acknowledgements**

**Declaration of AI:** The authors declare that they have used AI or AI-assisted tools during the preparation of this manuscript. The following sections were augmented by AI or AI-assisted tools: *(please specify exactly which sections of the paper have been modified with AI or AI-assisted tools, e.g.* Introduction, Literature review*, etc. and what kind of modifications have been done to them, e.g. language check and correction, editing and formatting, figure generation, other).* The authors confirm that the use of AI or AI-assisted tools complies with the ethical standards of their institution(s) and the journal Modern Management Review. The authors acknowledge that while AI or AI-assisted tools were used in the preparation of this manuscript, the responsibility for the final content and the conclusions drawn in this manuscript rests entirely with the authors*.* The authors have reviewed and edited the output and take full responsibility for the content of this publication.

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**Author Contributions**: Introduction: A.B., X.Y.; Literature Review: A.B.; Gaps in Literature: X.Y.; writing-review and editing: A.B., X.Y.; Methodology: A.B., X.Y.; Results: A.B., X.Y.; Conclusion: A.B., X.Y.; References: A.B., X.Y.

**Funding**: Authors declare that… *(complete accordingly).*

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**Conflicts of Interest**: Authors declare….*(complete accordingly).*

REFERENCES (Times New Roman, 10 point, bold, single spaced, leave 12 point following before and 6 point after the heading, text justified)

List of sources in alphabetical order (Times New Roman, 9,5 point, single spaced, justified, hanging 0,75cm). Websites should be formatted as hyperlink.

**Journal article example**

Surname, A., Surname, B. (Year). Article title. *Journal title*, *Volume number* (Issue Number)*,* pages from – to. <https://doi.org/xxxxx/xxxxxxx>

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Zimon, G., Salehi, M. (2023). The impact of ISO 9001 on financial liquidity of SMES operating in the renewable energy sector in the Podkarpackie province. *Modern Management Review, 28*(3), 89-99. <https://doi.org/10.7862/rz.2023.mmr.20>

**Authored book example**

Surname, A., Surname, B. (Year). *Book title*. Publisher. <https://doi.org/xxxxx/xxxxxxx>

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Kaufman, K. A., Glass, C. R., Pineau, T. R. (2018). *Mindful sport performance enhancement: Mental training for athletes and coaches.* American Psychological Association. <https://doi.org/10.1037/0000048-000>

Kotler, Ph., Armstrong G. (2019). *Principles of Marketing*. Pearson.

**Edited book chapter** **example**

Surname, A. (Year). Chapter title. In A. Surname, A. Surname (Eds.), *Book title* (pp. X-XX). Publisher. <https://doi.org/xxxxx/xxxxxxx>

Surname, A. (Year). Chapter title. In A. Surname (Ed.), *Book title* (pp. X-XX). Publisher. <https://doi.org/xxxxx/xxxxxxx>

Surname, A. (Year). Chapter title. In A. Surname (Ed.), *Book title* (pp. X-XX). Retrieved from: <https://www.xxxxxxx>, dd.mm.yyyy.

Ilhan, O.A. (2021). The rise of digitalization in the tourism industry during COVID-19: cyber space, destinations, and tourist experiences. In M. Demir, A. Dalgic, F.D. Ergen (Eds.), *Handbook of Research on the Impacts and Implications of COVID-19 on the Tourism Industry* (pp. 843-862). IGI Global, Hershey, PA.

**Online magazine article example**

Surname, A. (Year, Month day). Article title. *Magazine title*. <https://www.xxxxx>

Thomson, J. (2022, September 8). Massive, strange white structures appear on Utah’s Great Salt Lake. *Newsweek.* <https://www.newsweek.com/mysterious-mounds-great-salt-lake-utah-explainedmirabilite-1741151>

**Report by a group author** **example**

Name of the Organization. (Year). *Title of the* *Report by a Group Author.* Retrieved from: <https://www.xxxxx>, dd.mm.yyyy.

World Health Organization. (2014). *Comprehensive implementation plan on maternal, infant and young child nutrition.* Retrieved from: [https://apps.who.int/iris/bitstream/handle/10665/113048/WHO\_NMH\_NHD\_14.1\_ eng.pdf?ua=1](https://apps.who.int/iris/bitstream/handle/10665/113048/WHO_NMH_NHD_14.1_%20eng.pdf?ua=1), 25.11.2022.

**Report by individual authors example**

Surname, A., Surname, B. (Year). *Title of the* *Report.* Publisher. Retrieved from: <https://www.xxxxxxx>, dd.mm.yyyy.

Winthrop, R., Ziegler, L., Handa, R., Fakoya, F. (2019). *How playful learning can help leapfrog progress in education.* Center for Universal Education at Brookings. Retrieved from: <https://www.brookings.edu/wp-content/uploads/2019/04/how_playful_learning_can_help_leapfrog_progress_in_education.pdf>, 12.08.2021.

**Online newspaper article example**

Surname, A. (Year, Month day). Article title. *Newspaper title*. <https://www.xxxxx>

Bernstein, J. (2024, June 3). The man who couldn’t stop going to college. *The New York Times*. <https://www.nytimes.com/2024/06/03/magazine/benjamin-bolger-college-harvard-yale.html>

**References based on the guidelines of the American Psychological Association. Detailed information available at:**

<https://apastyle.apa.org/instructional-aids/reference-examples.pdf>

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2. Author’s name and surname, institutional affiliation (name of the university), country; e-mail: name@mail.com. ORCID: XXXX-XXXX-XXXX-XXXX. (Times New Roman, 9 point, justified, single spaced, hanging 0,25 cm, leave 2 point following after the annotation). [↑](#footnote-ref-2)