

FLEXIBILITY AND RECOGNITION

PAGE CULTURE

VIEWPOINT

TEMPLATE AND GUIDE TO WRITING ACADEMIC PAPERS

Purpose. This is a guide for designing a scholarly manuscript, illustrated in the context of business and management related research with guidance also applicable to other fields.

Design/methodology/approach. I use the example of a literature review for illustration, as overviewing what we know about a specific topic is a challenge that many new to academic writing will face at some point.

Findings. Instead of writing a classic “how to”-guide this paper provides readers with a template that is designed in an instant “guide-whilst-you-write”-format. Presented as a dialogue with the readers, the text addresses typical barriers that prevent the dissemination of new knowledge and is presented and formatted as a practical template.

Practical implications. Readers will learn about how they can structure their work, hook the reader in their own introductions, illustrate their methods, report their findings, and close the loop in their conclusion chapters. The paper can be used as a template in which readers can start replacing the existing text with their own ideas, building up their own draft of a review paper.

Originality/value. The paper contains examples on making good use of the scholarly apparatus and shares observations on typical flaws in submissions I received in various roles associated with doctoral supervision, reviewing academic work and organizing review processes.

Keywords.

Academic Writing, Contribution, Literature Review, Template

L^AT_EX and most tools are freely available.

This template can be compiled with the latex command or the pdflatex command. While latex creates an intermediate file format (.dvi) that can be further processed into a .ps or .pdf file, the pdflatex command directly creates a .pdf file.

Note that with latex the \includegraphics accepts only .eps files, while with pdflatex accepts .pdf, .png, or .jpg. Luckily, the file extension can be omitted in order that \includegraphics{pics/example} will look for file with name example.eps in latex mode and for a file with name example.pdf, example.png, or example.jpg in pdflatex mode. If you already have an .eps file, you may create a respective .pdf file with the commandline conversion tool epstopdf.

4.1 L^AT_EX TUTORIALS

We will not give an introduction to L^AT_EX here, since there exist already a number of fine introductions into the subject.

A good concise introduction is given by [7]. If you are looking for a manual in German language, refer to [2, 7].

4.2 ACRONYMS

Explain acronyms at their first occurrence in the text. In order to achieve this consistently, we recommend to use the acronym package.

A new acronym is then declared by writing \newacro{acronym}{expanded name}. Use the macro \acro{acronym} as a placeholder for the acronym in the text. See file acronym.tex for further examples and explanations.

4.3 REFERENCES WITH BIBTEX

Bibtex is an additional program to L^AT_EX that creates a list of your cited references in a chapter named *Bibliography*. Bibtex works with a textfile databases of references in so-called *bibfiles* (file extension .bib).

The *bibfiles* contain entries of several types, the most needed types are book, inproceedings, article, techreport, mastersthesis, and phdthesis. Table 2 lists templates for these types, whereas each asterisk (*) should be replaced by the respective data, if this data is not available, the whole line should be removed. The case of the element names does not matter to Bibtex, however in the examples we have used UPPERCASE for the obligatory fields and lowercase for the optional fields. To see some examples, have a look into the file *bibfile.bib*. For more information, read [7].

```
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  EDITOR = (*),
  TITLE = (*),
  PUBLISHER = (*),
  YEAR = (*),
  editor = (*),
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  month = (*),
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  address = (*),
  month = (*),
  note = (*),
}
```

Table 2: Common Bibtex templates

4.4 RECOMMENDED L^AT_EX SOFTWARE FOR WINDOWS

We recommend MikTeX, which is an up-to-date implementation of T_EX and L^AT_EX for all current variants of Windows on x86 systems. MikTeX is freely available at <http://www.miktex.org>.

As an editor, we recommend the free *TeXnicCenter* (available at <http://www.toolcenter.org>). Both, MikTeX and TeXnicCenter are published under the Gnu Public License (GPL). *TeXnicCenter* comes with an integrated spell checker, otherwise you are recommended to install the Windows version of *aspell*, an open source spell checker under the GPL is available at <http://aspell.net/win32/>.

Alternatively, you can use Cygwin, which provides you a Unix-like working environment for Windows. Cygwin is freely available under the GPL at <http://www.cygwin.com>. Cygwin also allows you to use the software packages described in Section 4.5.

4.5 RECOMMENDED L^AT_EX SOFTWARE FOR LINUX AND BSDS

The standard distributions for Linux already come with a L^AT_EX system (typically *tetex*).

GLOBAL CHANGE DATA LAB (A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2024

	Note	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from:					
Donations and legacies	3	2,872,767	1,260,331	4,133,098	2,309,987
Investments	4	-	110,714	110,714	87,346
Total income		2,872,767	1,371,045	4,243,812	2,397,333
Expenditure on:					
Charitable activities		1,838,180	1,055,199	2,893,379	2,478,181
Total expenditure		1,838,180	1,055,199	2,893,379	2,478,181
Net income/(expenditure) before net gains on investments		1,034,587	315,846	1,350,433	(80,848)
Net gains on investments		-	51,450	51,450	53,487
Net movement in funds		1,034,587	367,296	1,401,883	(27,361)
Reconciliation of funds:					
Total funds brought forward		535,162	3,100,475	3,635,637	3,662,998
Net movement in funds		1,034,587	367,296	1,401,883	(27,361)
Total funds carried forward		1,569,749	3,467,771	5,037,520	3,635,637

The notes on pages 20 to 34 form part of these financial statements.

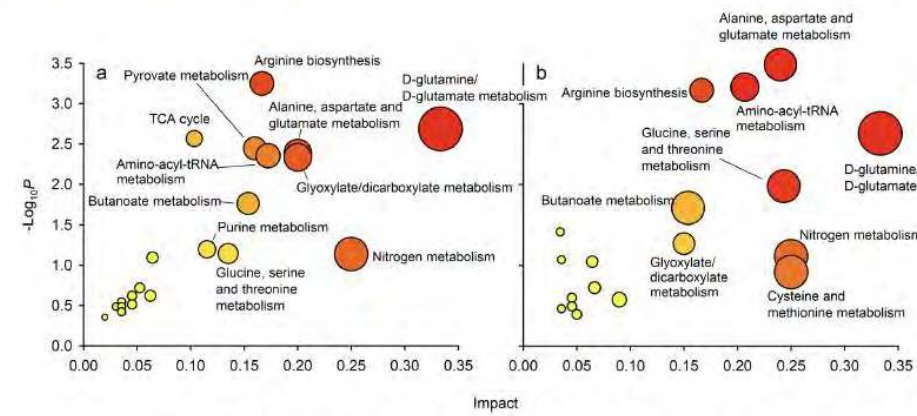


Figure 3. Metabolic pathway analysis (MetPA) results showing pathways affected by pH. (a) Copepodite stage CIV, (b) copepodite stage CV. The analyses were based on the hypergeometric test enrichment method and out-degree centrality pathway topology on the *Drosophila melanogaster* reference library. Y-axis show the significance of the test (p-value) and x-axis show the impact of the tested molecules on the pathway. Bubble size and colour indicate pathway impact size. Thus, pathways in the top right diagonal region contain significantly changed metabolites and, due to their important positions, these changes are more likely to have big impacts on the pathways.

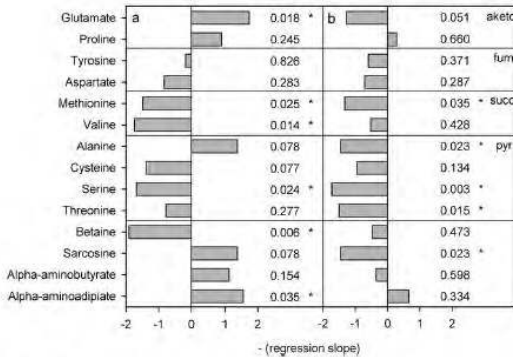
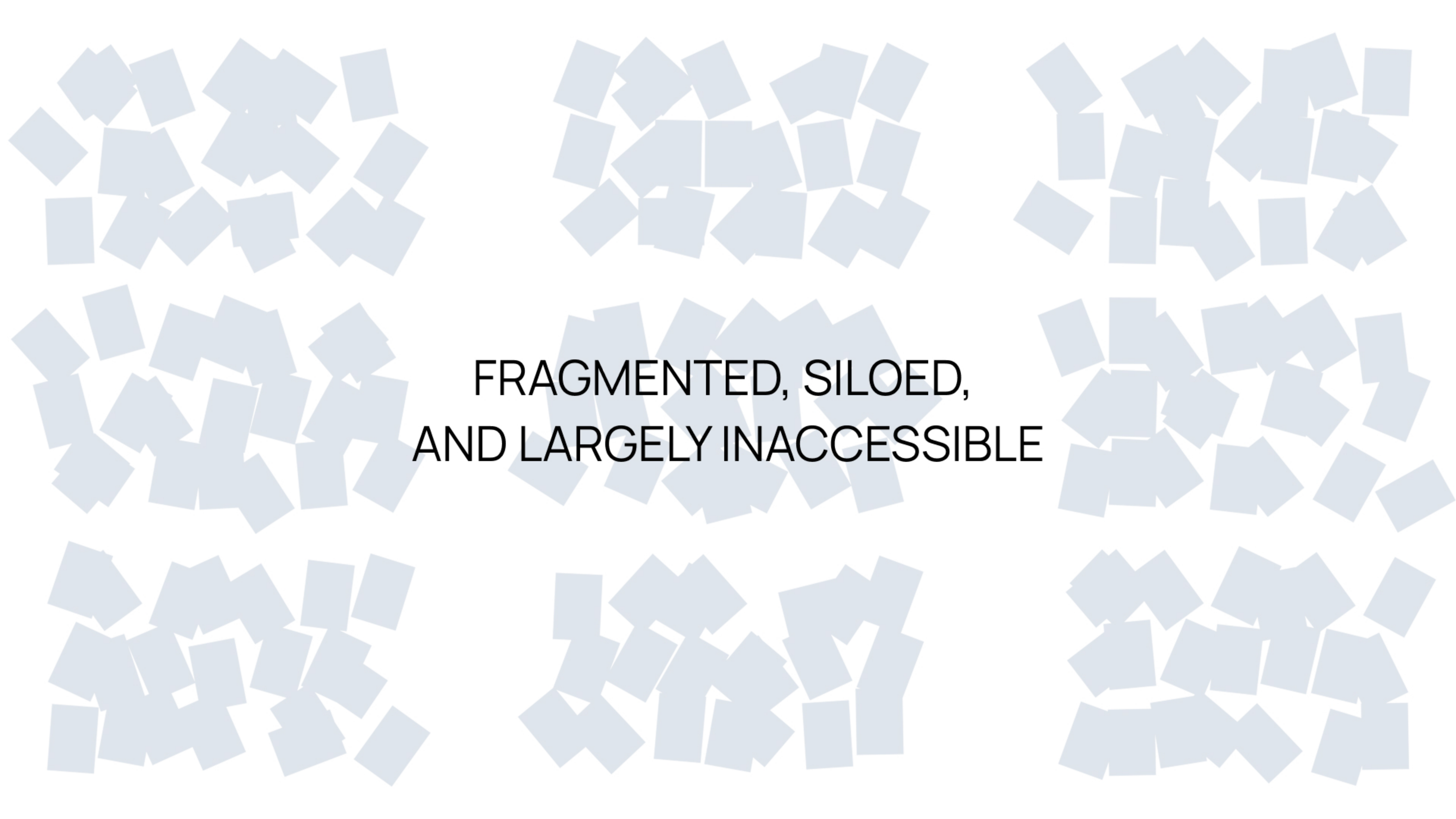


Figure 4. Results of linear regressions on transformed amino acid concentrations in *C. glacialis* copepodites as a function of pH (range 8.0–7.0 pH). (a) Copepodite stage CIV, (b) copepodite stage CV. The horizontal grey bars show negative regression slopes to indicate the direction of change with decreasing pH and the numbers show the p-values of the slopes, asterisks mark significant slopes. Upper four panels show amino acids according to their entry point into the energy metabolism: from the top the four TCA cycle metabolites alpha-ketoglutarate, fumarate/oxaloacetate, and succinate followed by pyruvate in the glycolysis. The bottom four amino acids are not directly metabolised in the TCA cycle or the glycolysis.

Discussion

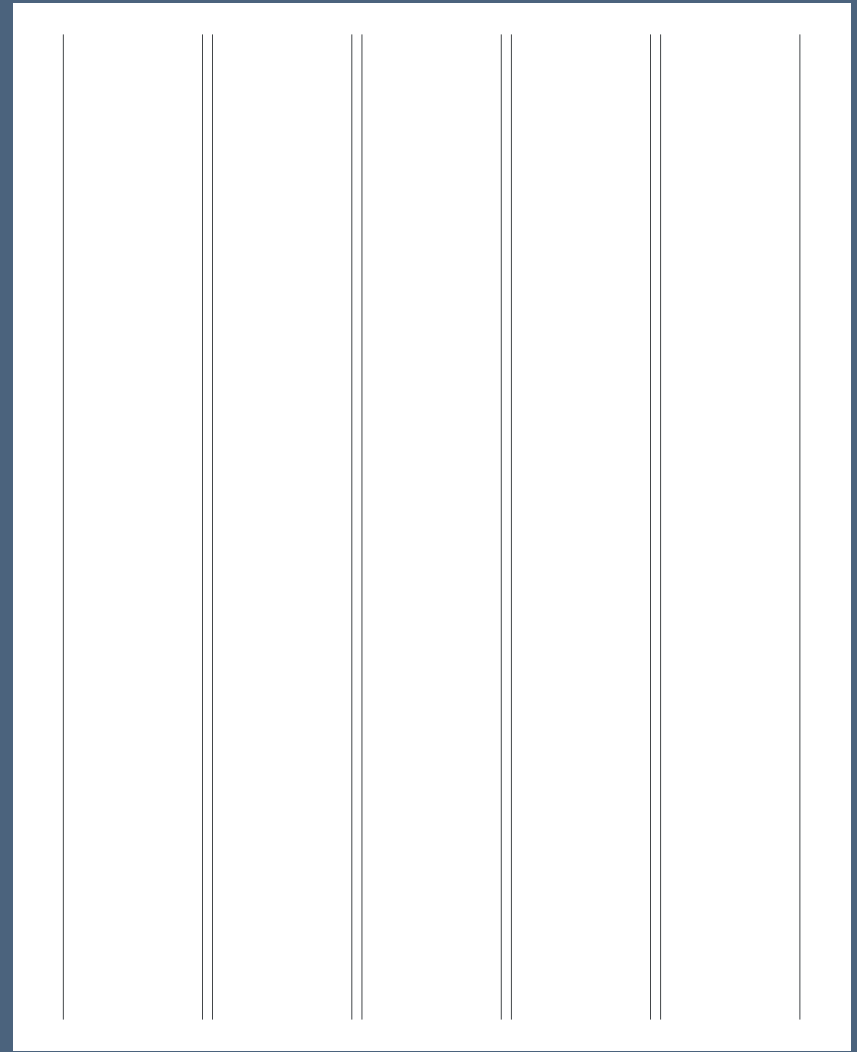
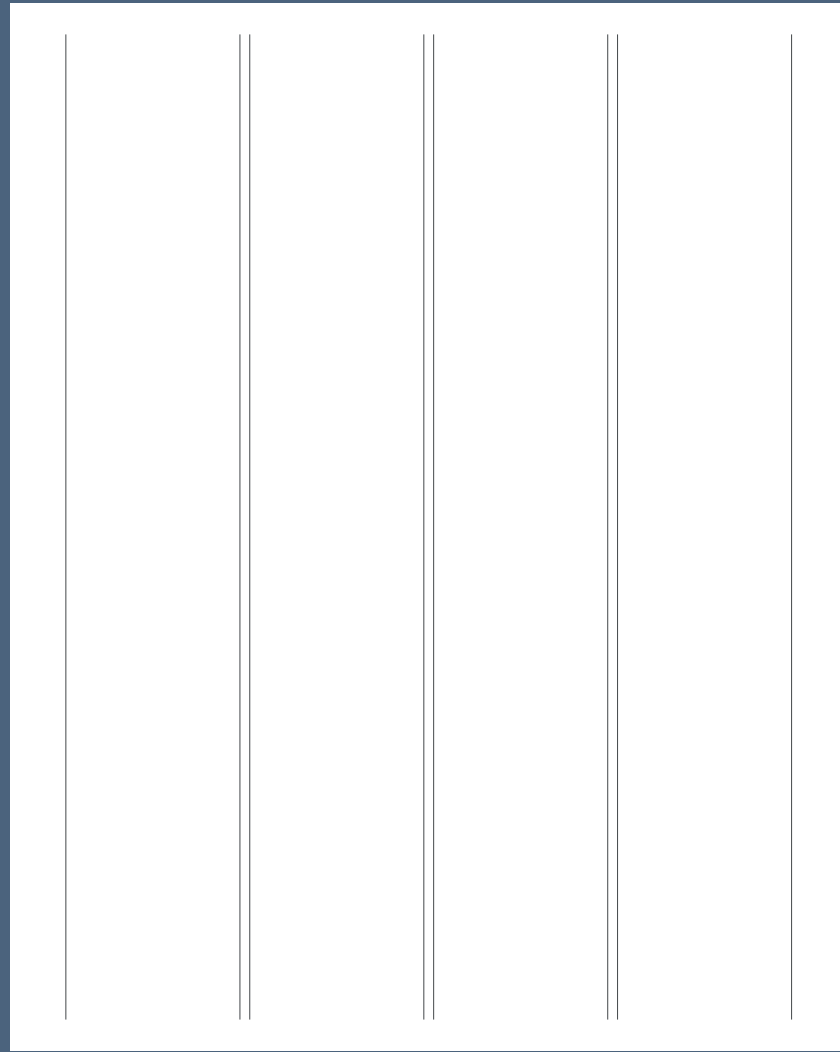
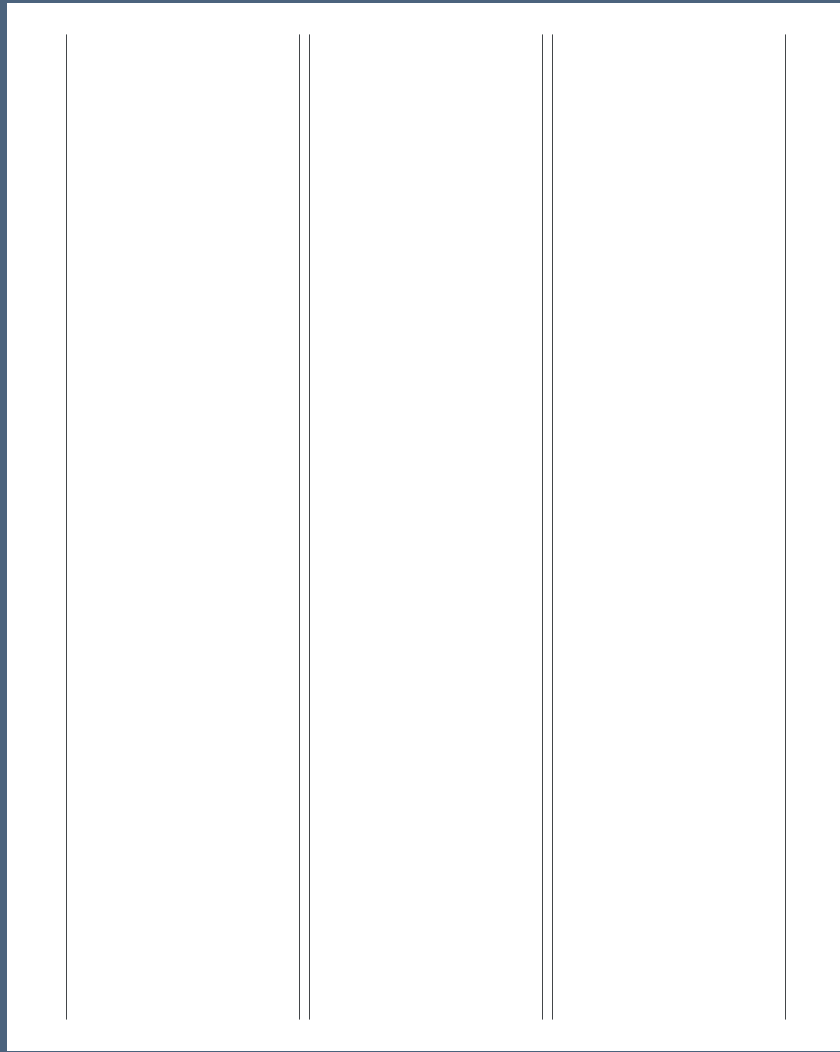
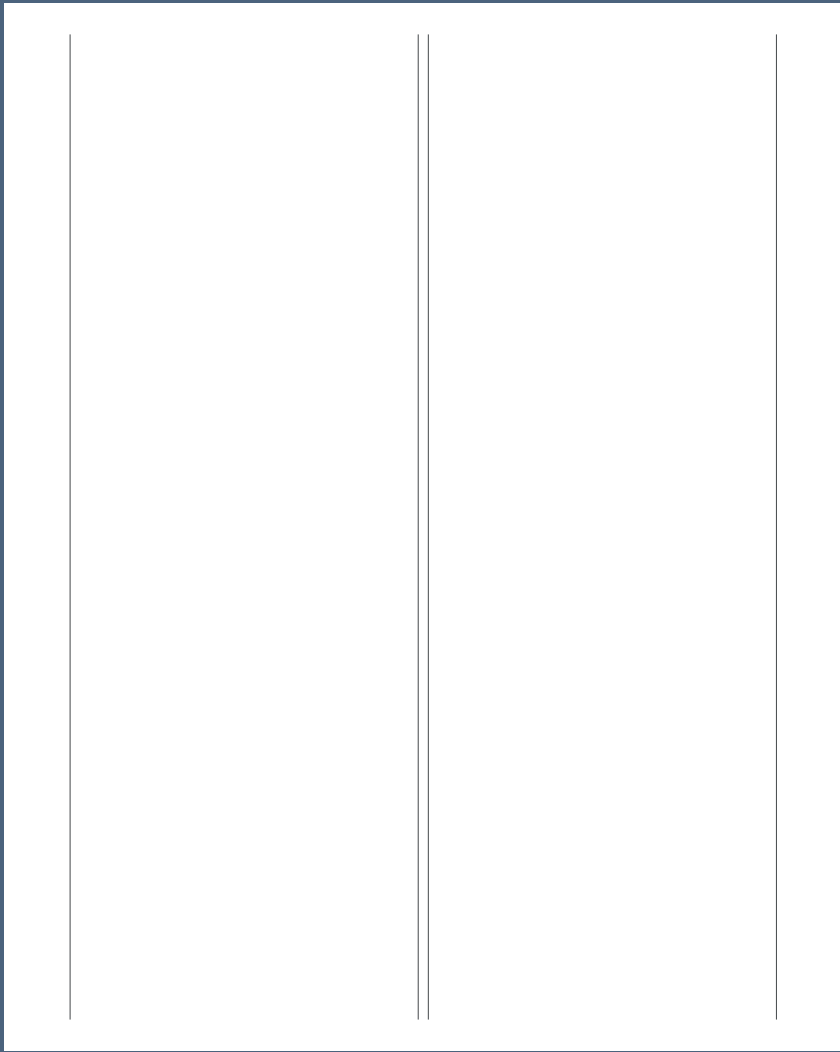
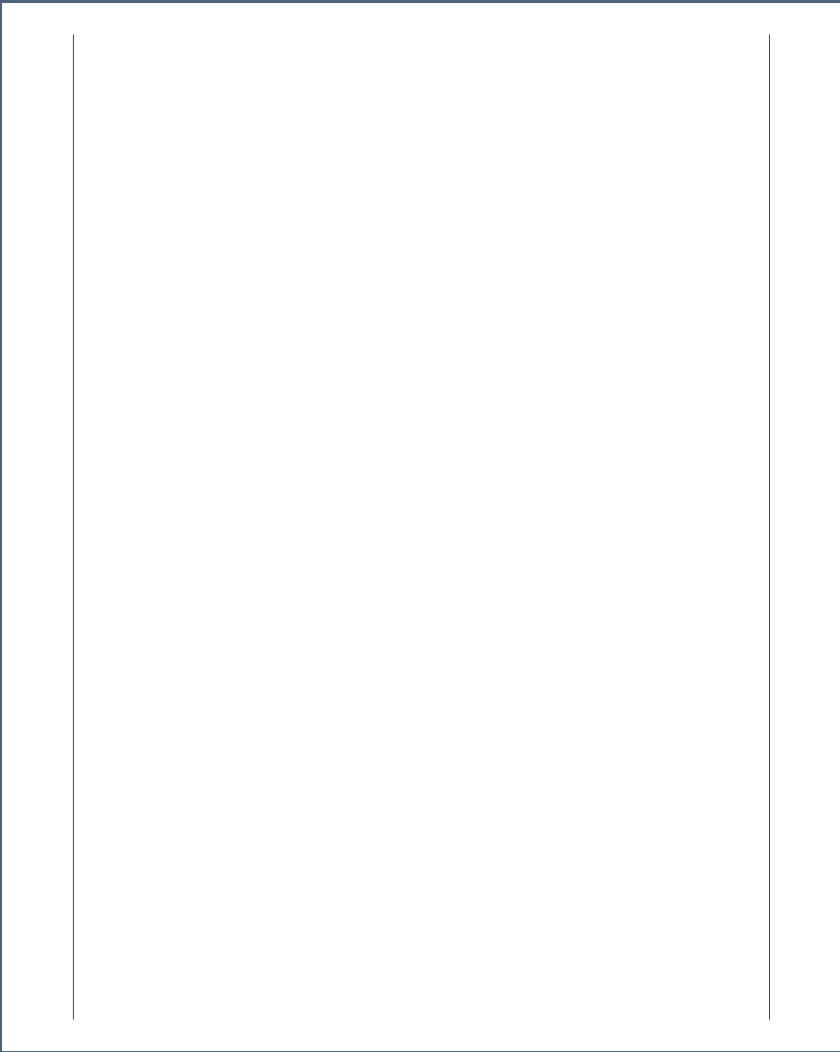
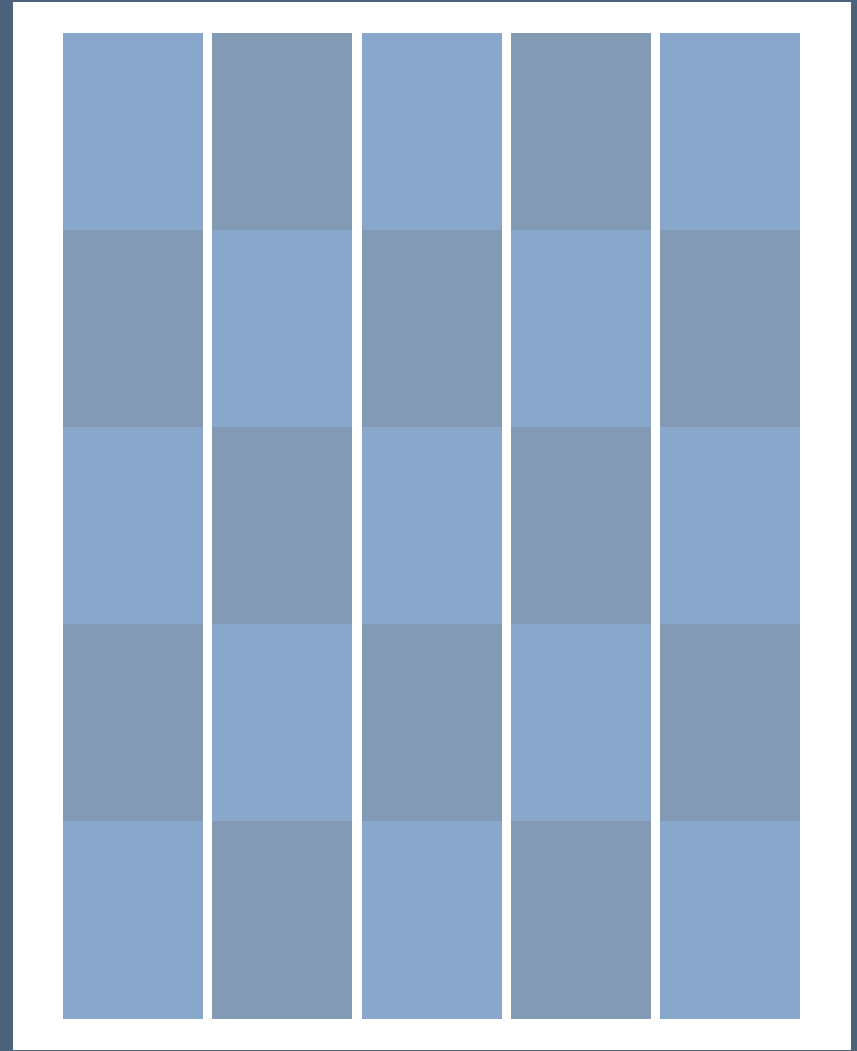
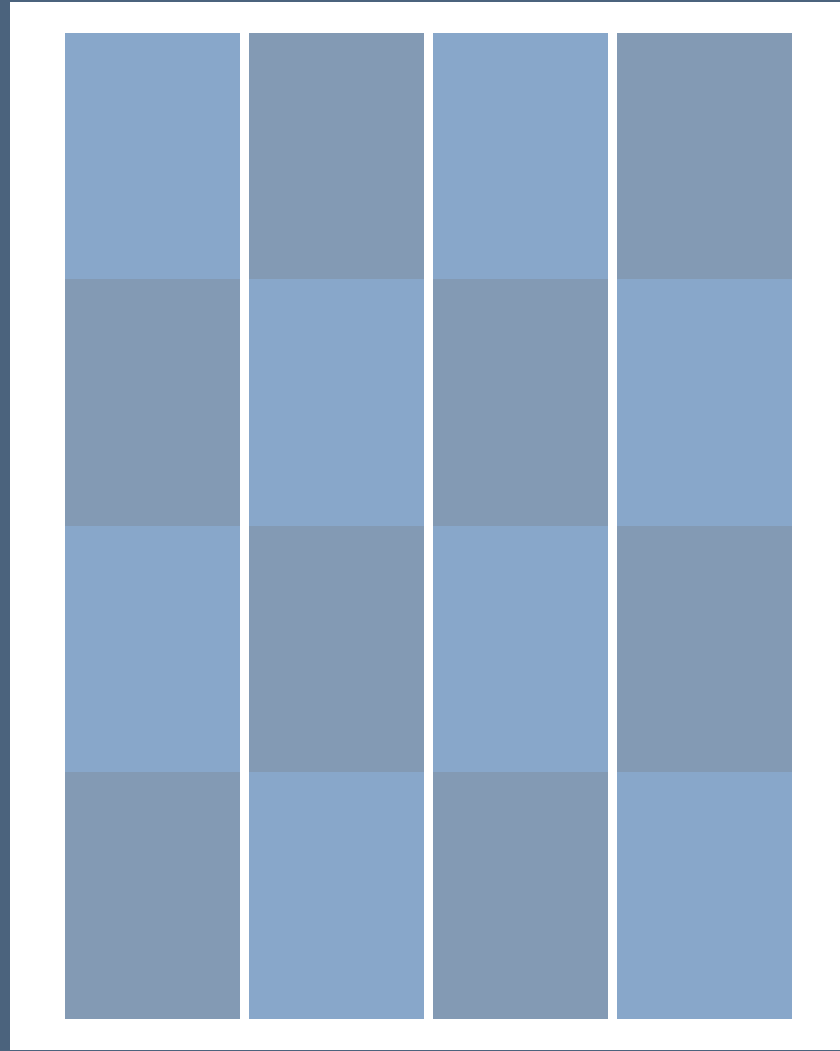
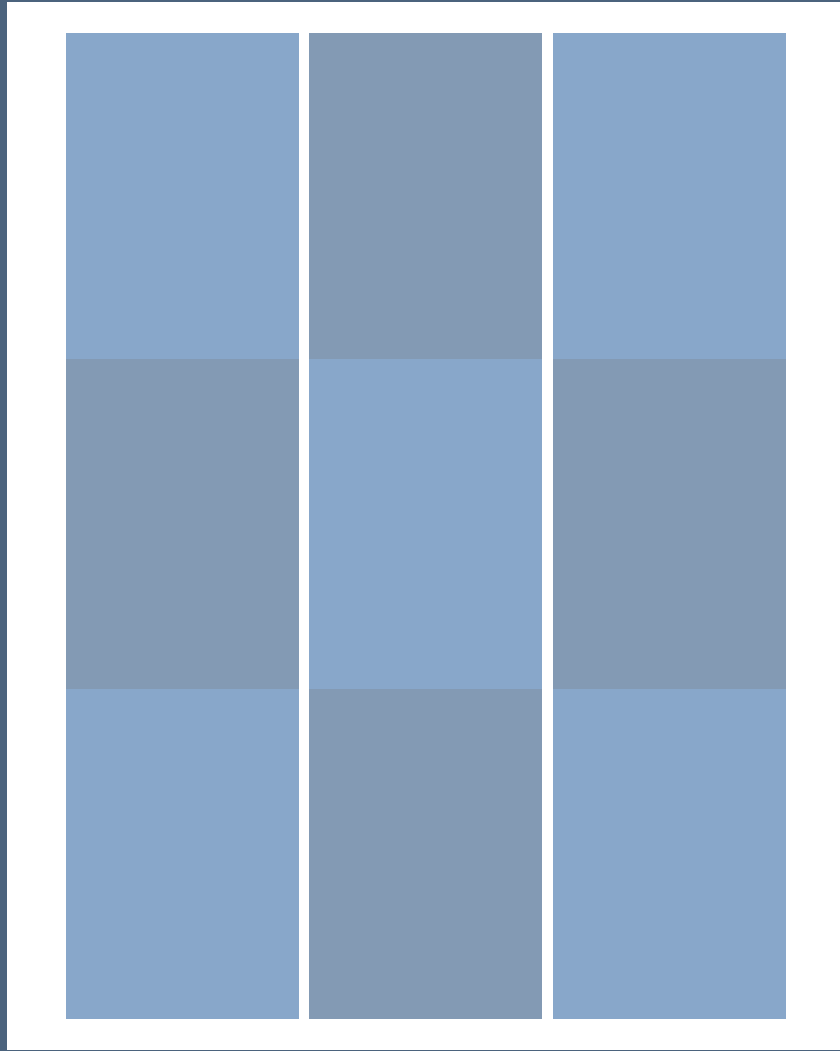
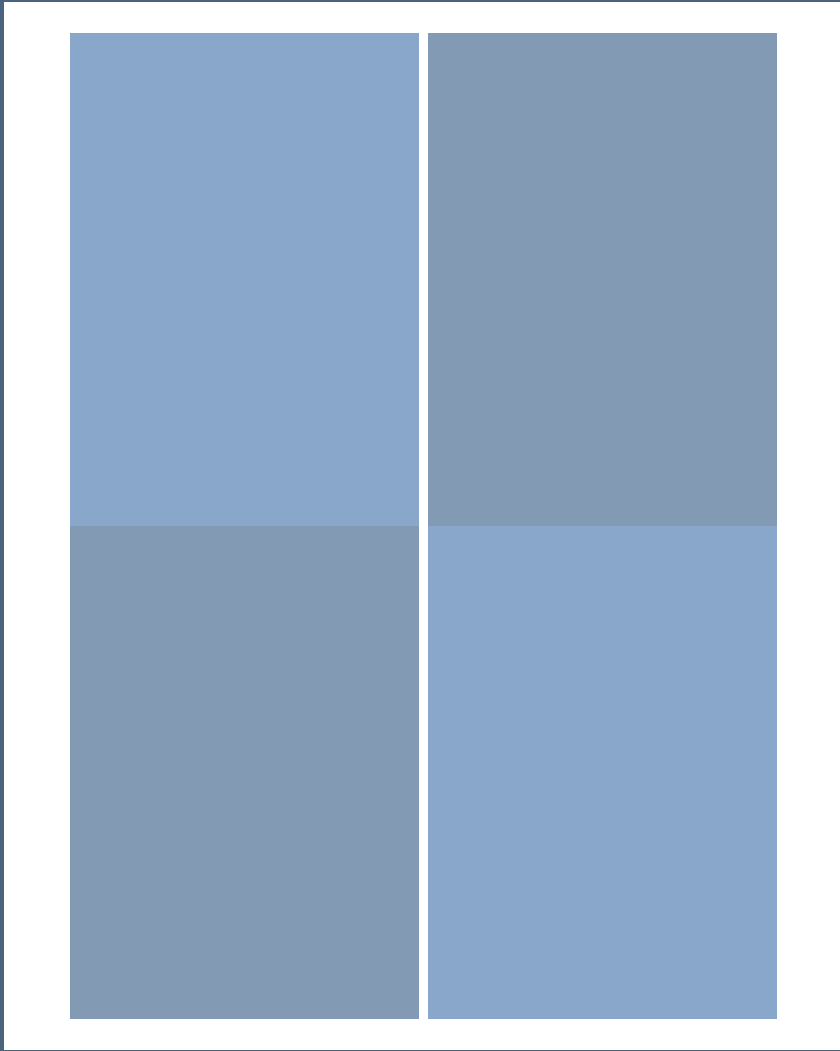
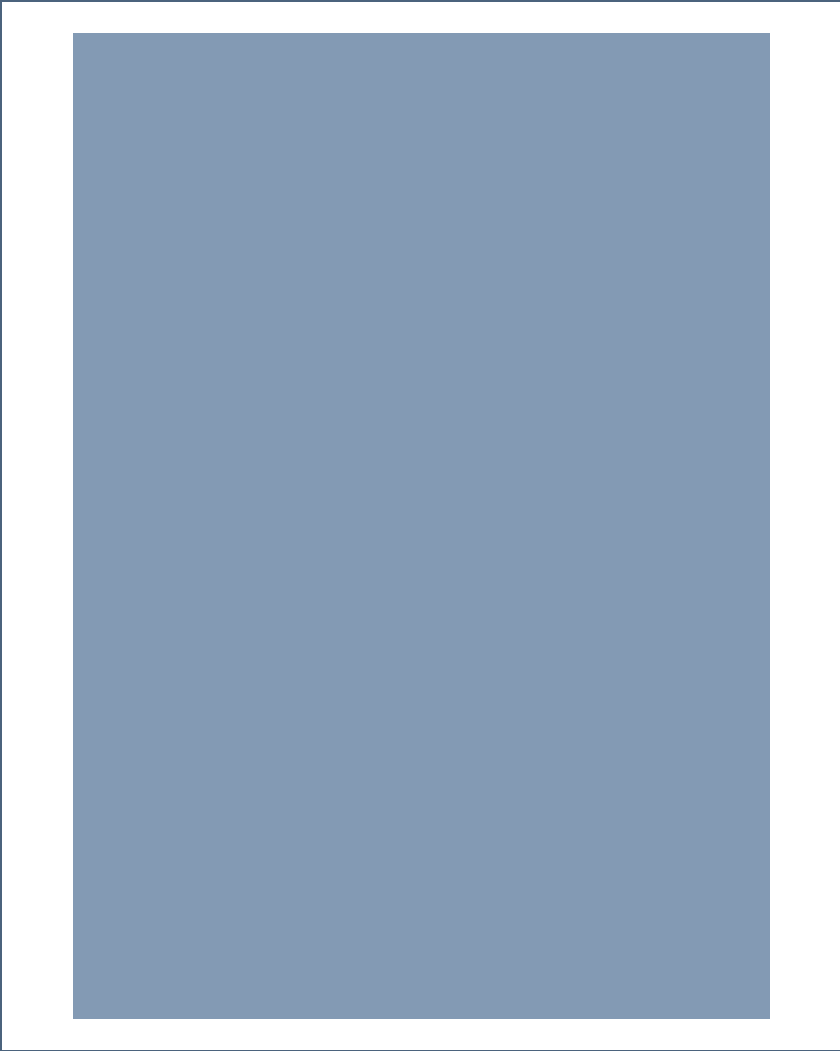
Using a targeted metabolomics approach, we showed that late copepodite stages of the keystone Arctic copepod *Calanus glacialis* experience important changes in several central energetic pathways following exposure to decreasing pH. These findings shed light on the physiological changes underpinning the effects of OA on fitness related traits such as ingestion rate and metabolic rate previously observed in this species^{17,18,20}.

Cellular energy metabolism. Cellular energy production was altered consistently in both stage CIV and CV, with concentrations of higher energy adenosine phosphates (ATP and ADP) increasing, and concentrations of the lower energy, less-phosphorylated AMP decreasing, with decreasing seawater pH. Moreover, Phospho-L-



FRAGMENTED, SILOED,
AND LARGELY INACCESSIBLE

STYLE CONSTANTS





Lora

Headings

+

Manrope

Body text (long-form content, articles)

+

SPLINE SANS MONO

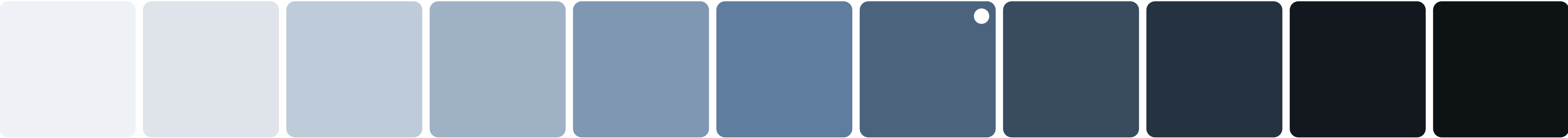
Navigation, captions,
explanations,
supplementary
information, numbers

001. OPINION PIECE

The Future of Regenerative Aquaculture and Food Systems

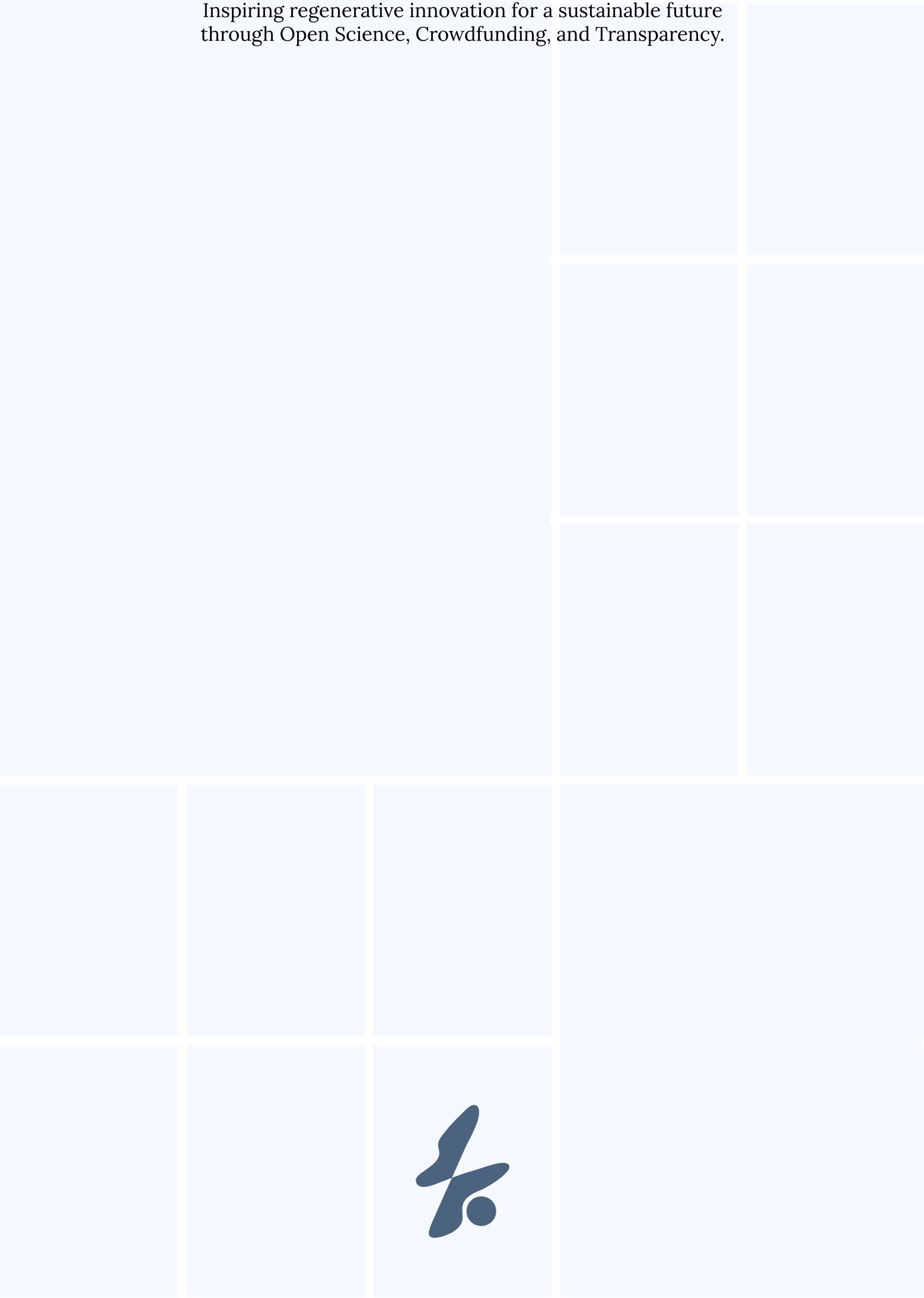
Exploring innovative approaches
to sustainable food production that
enhance biodiversity while meeting
global food security demands.

colors

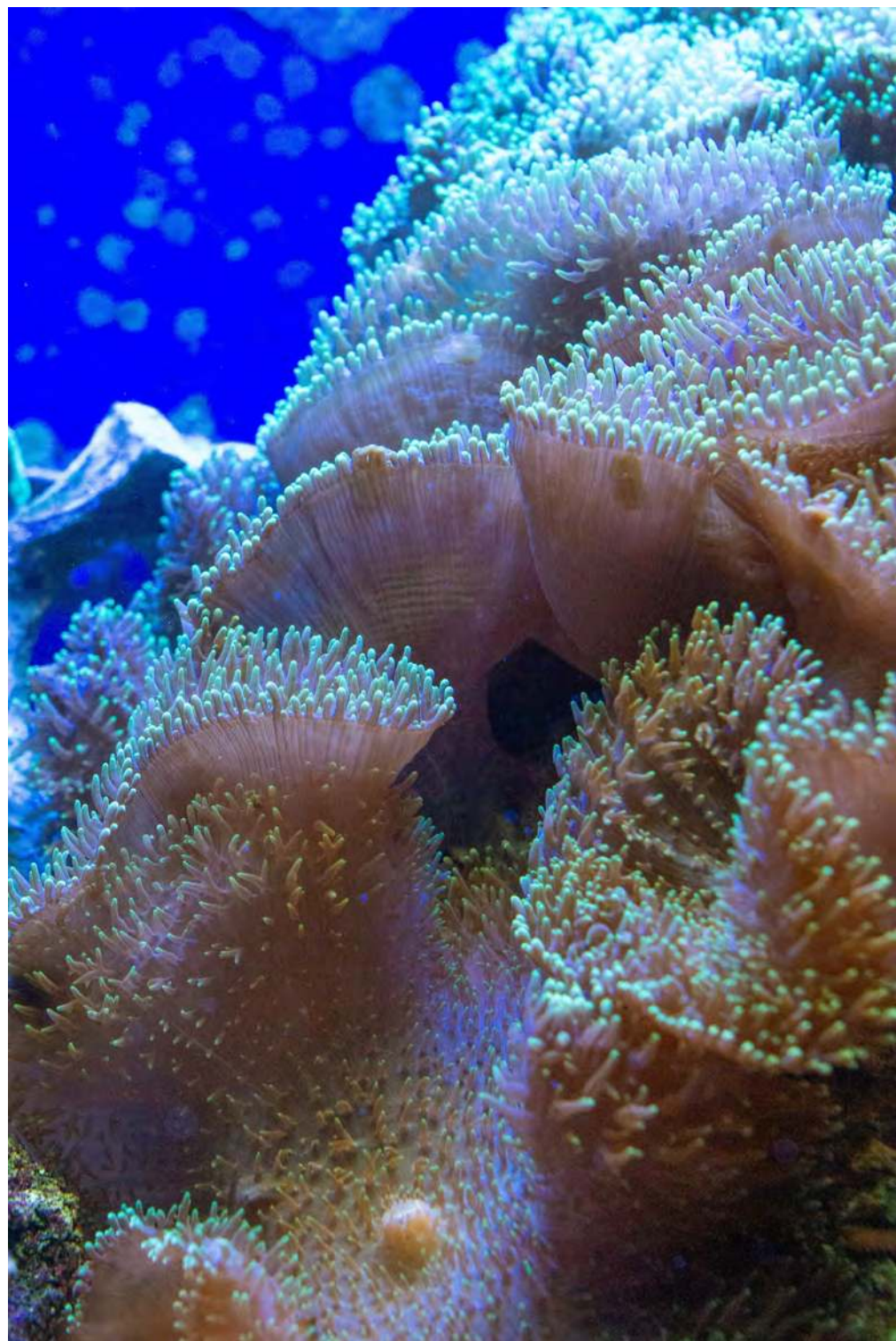


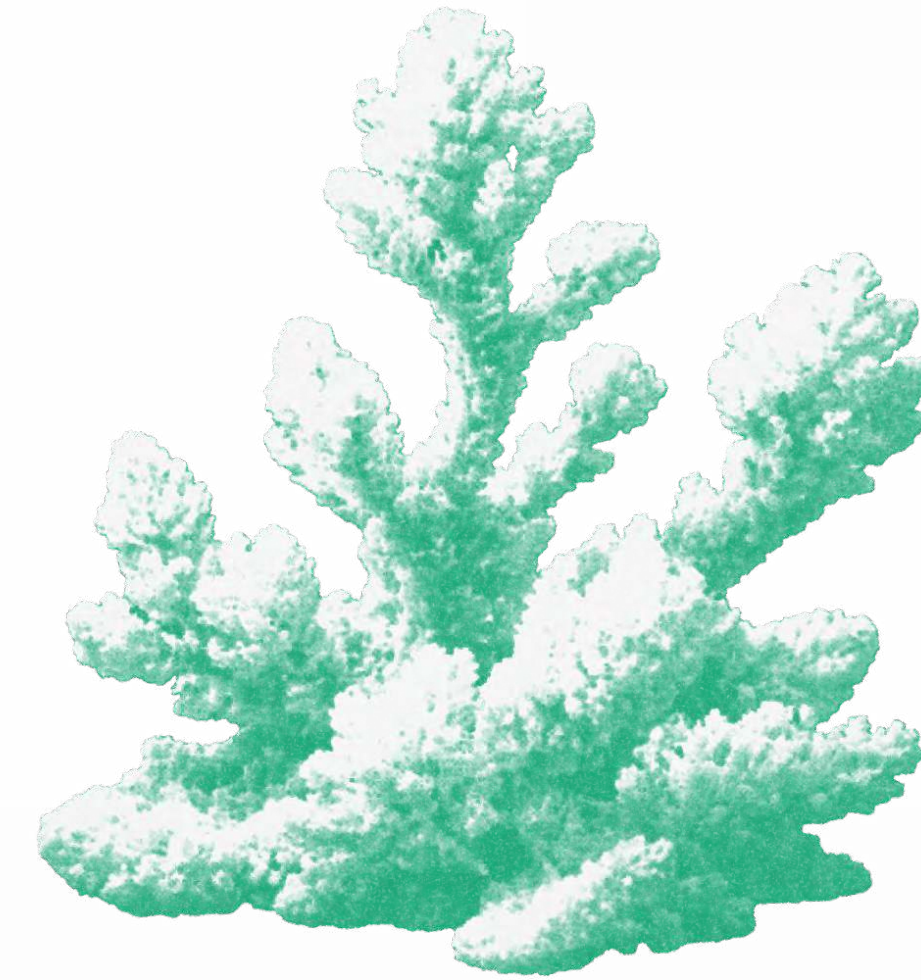
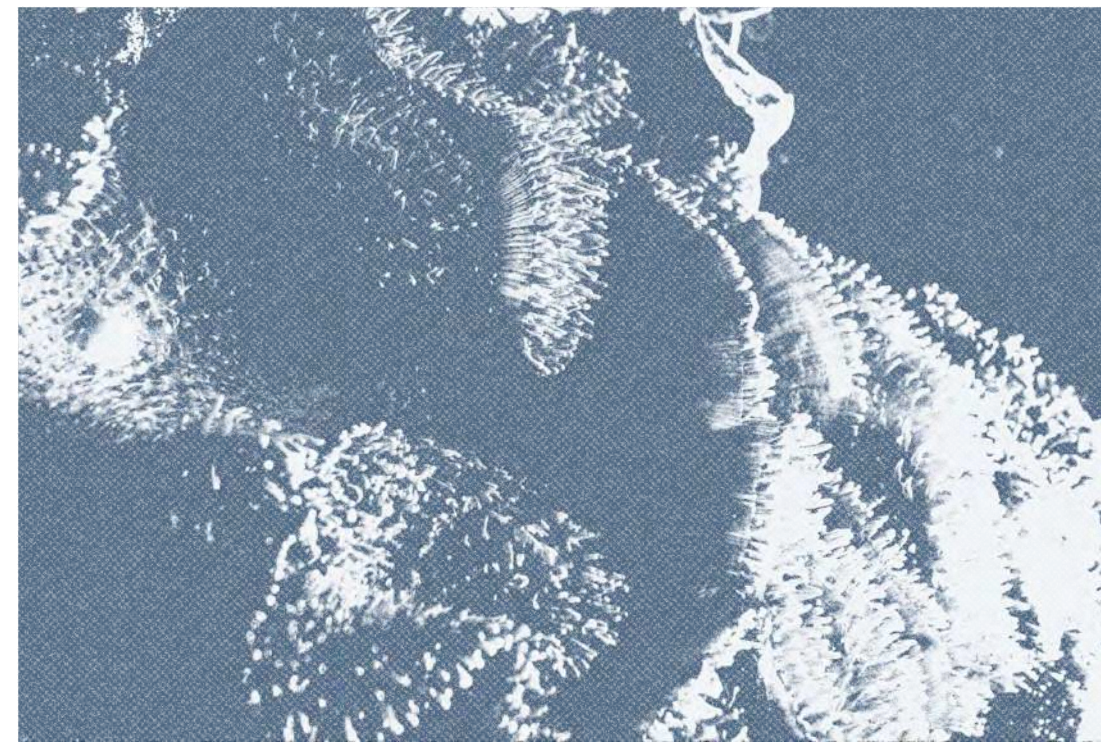
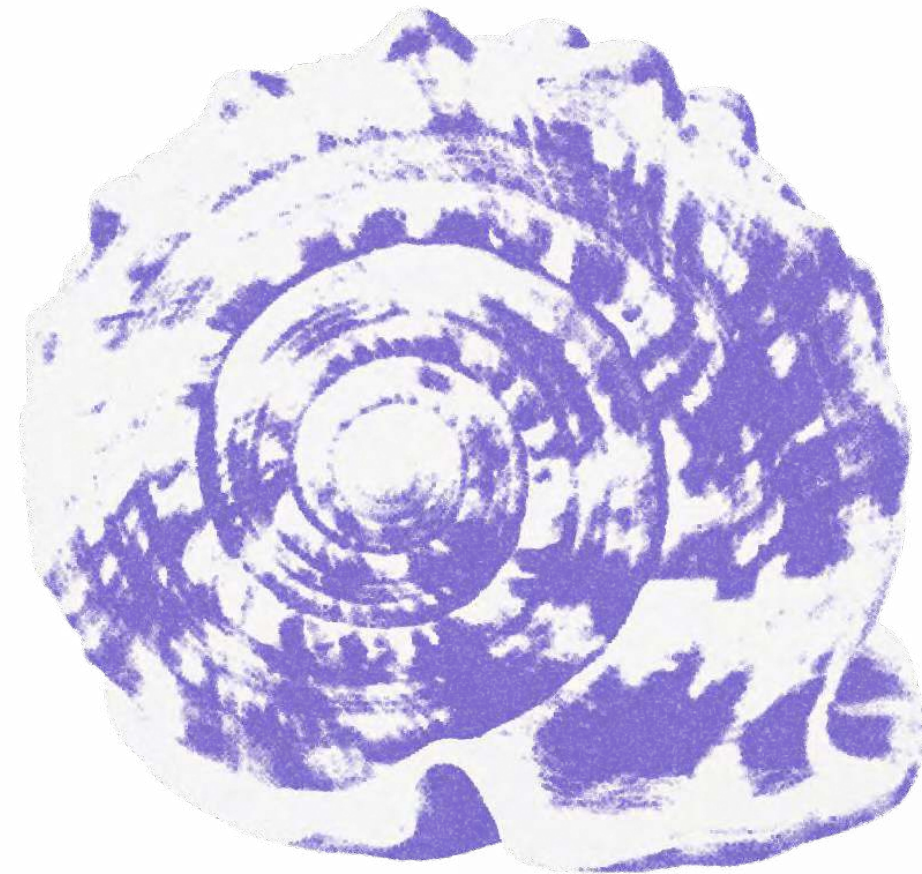
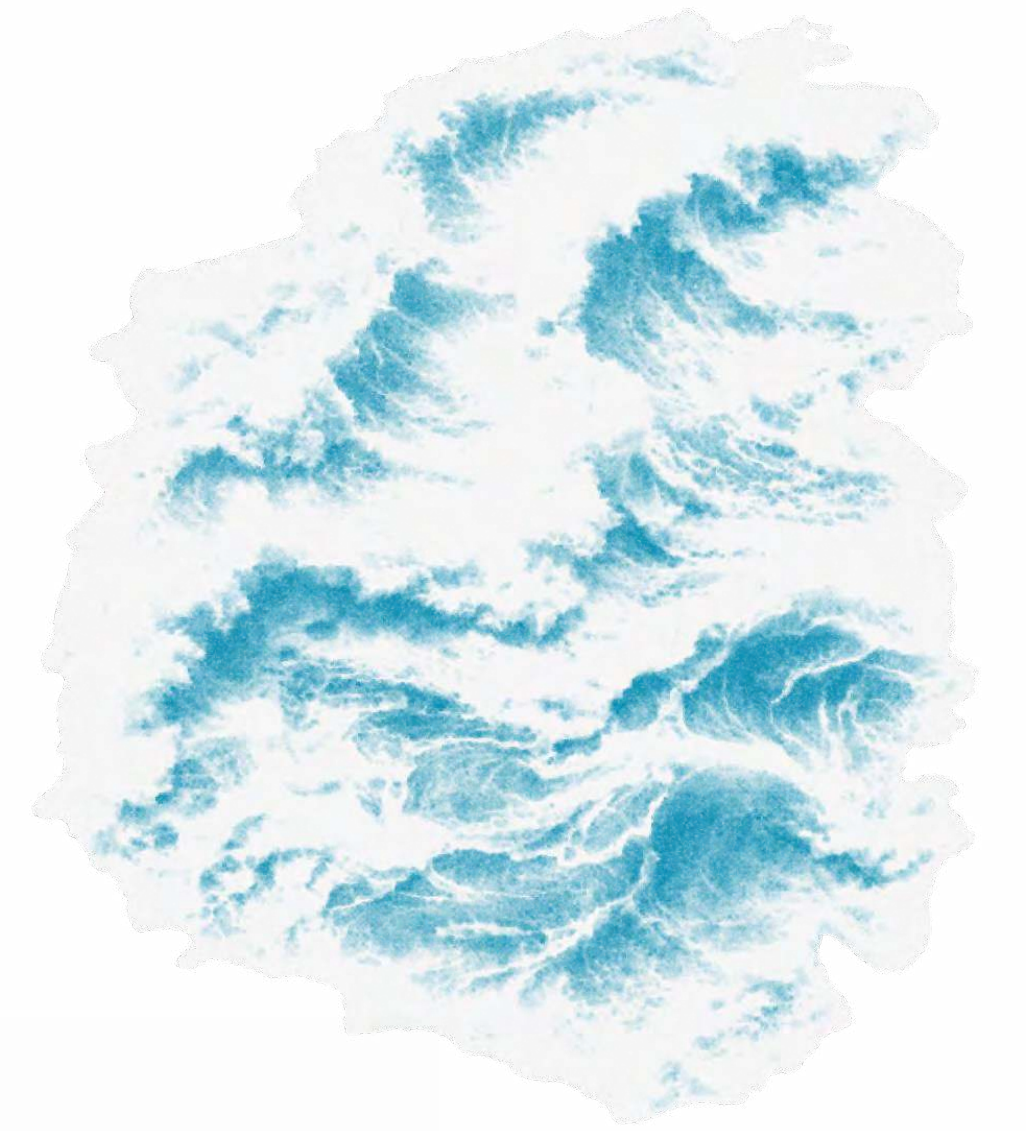
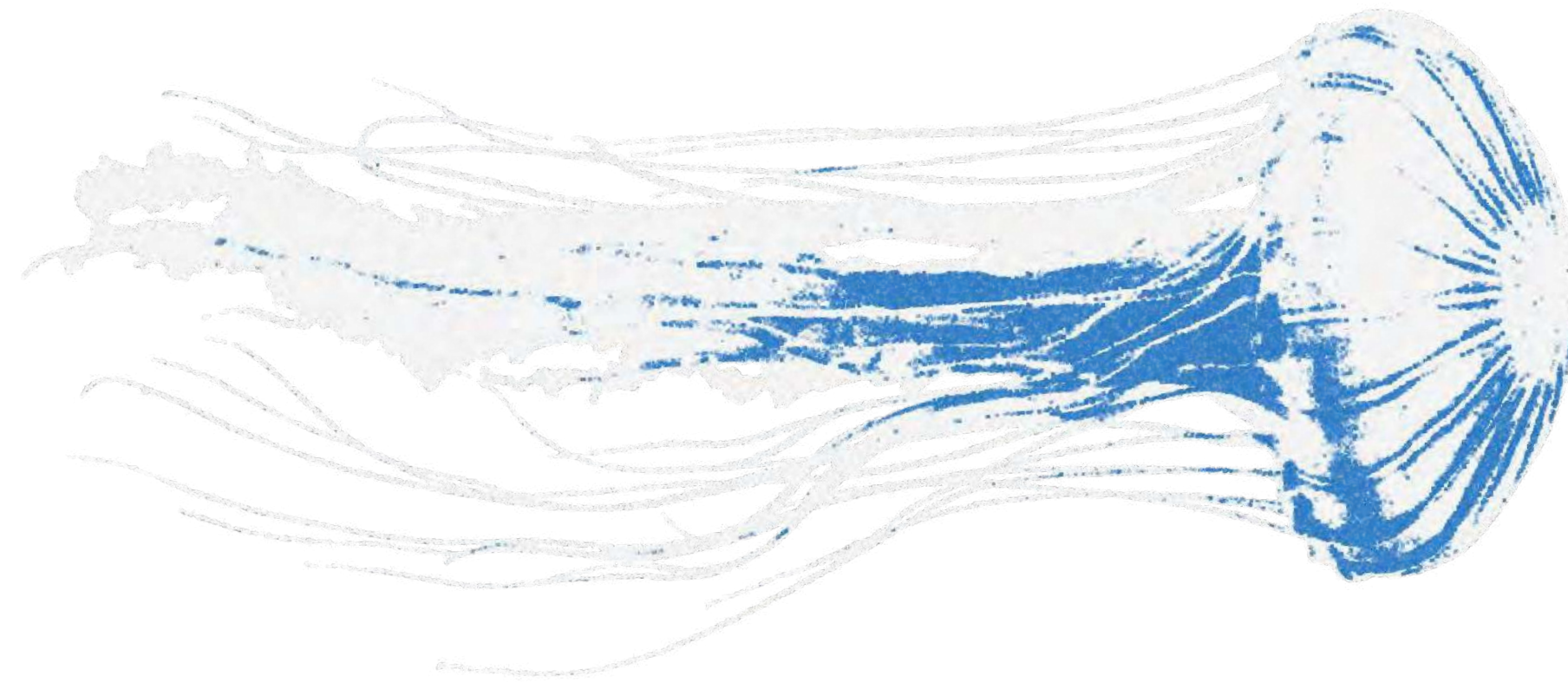
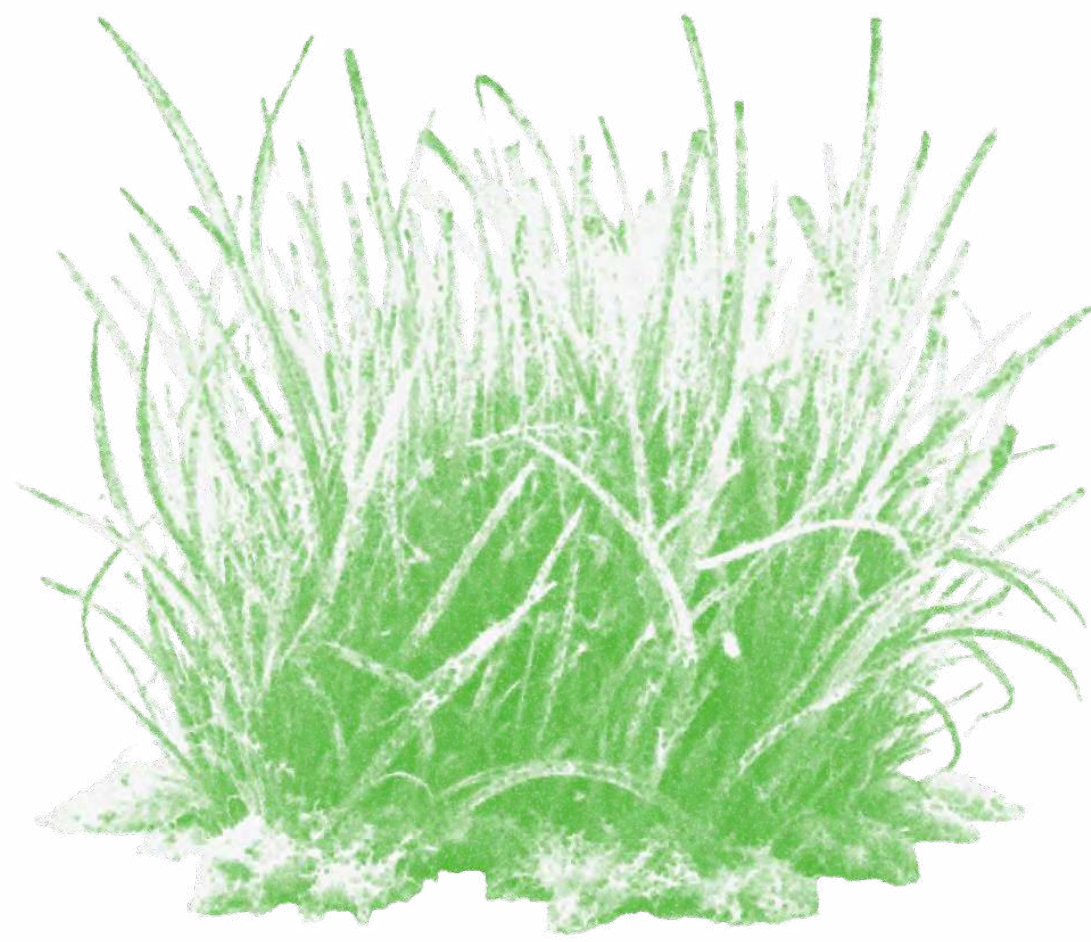
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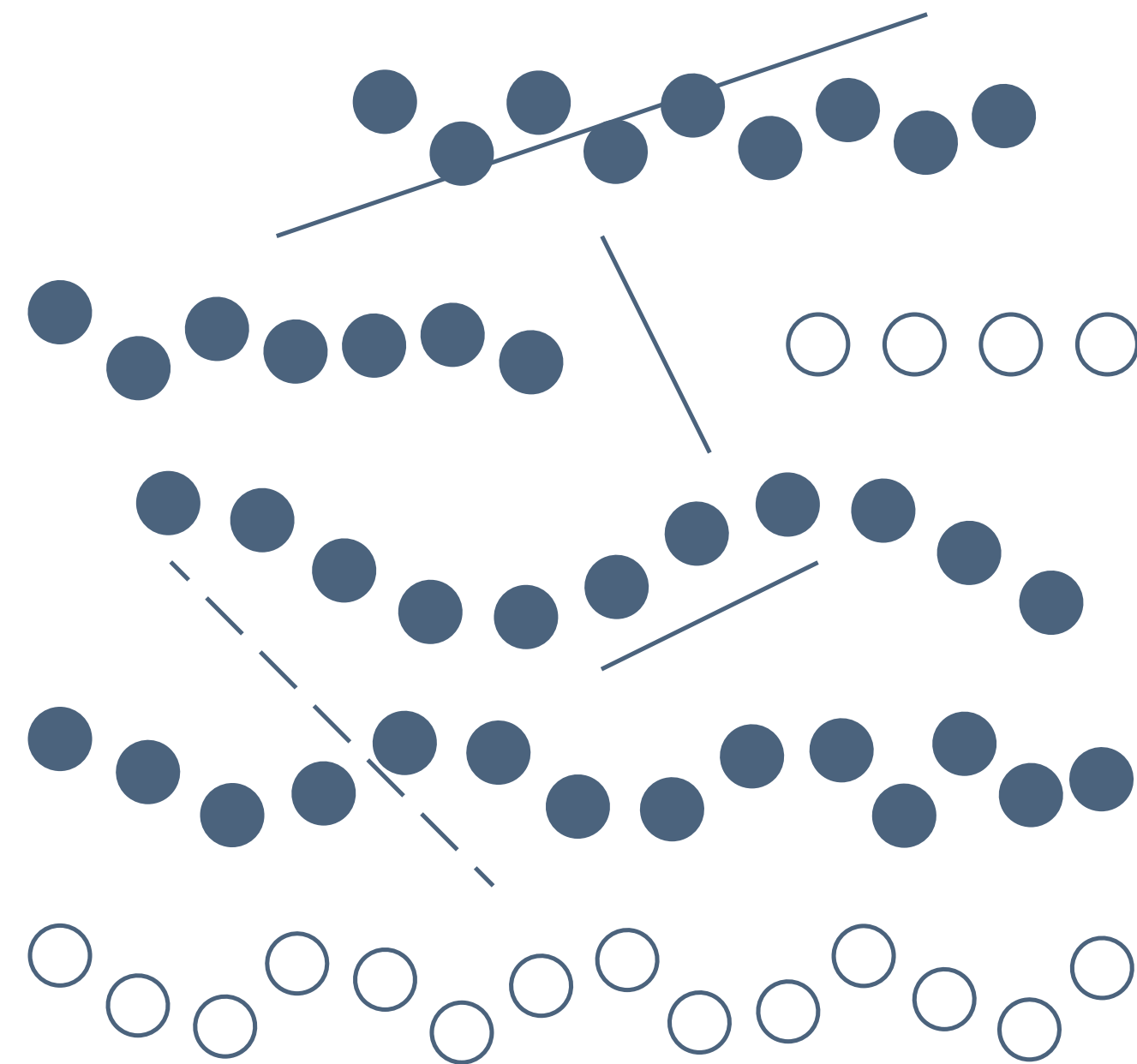
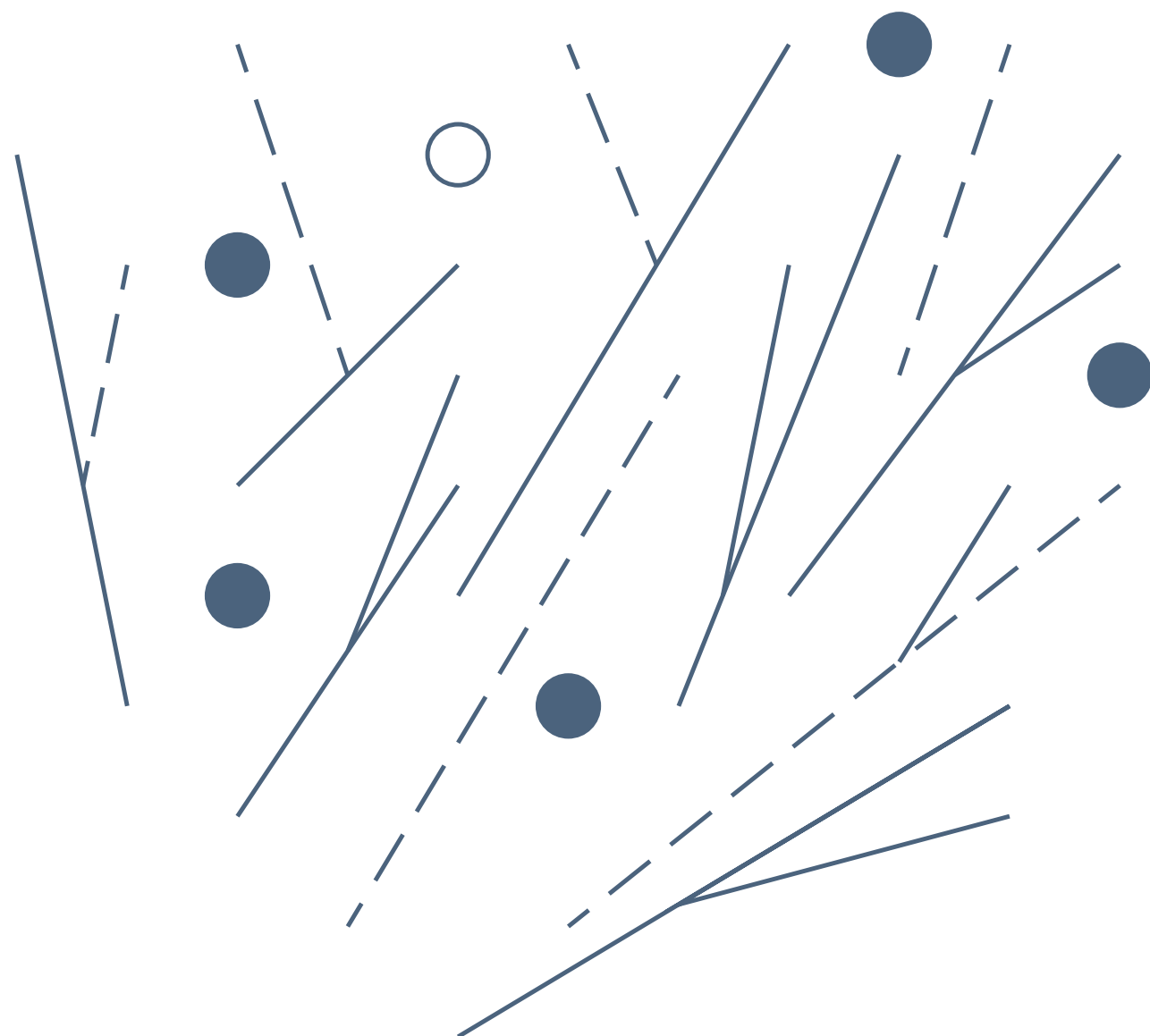
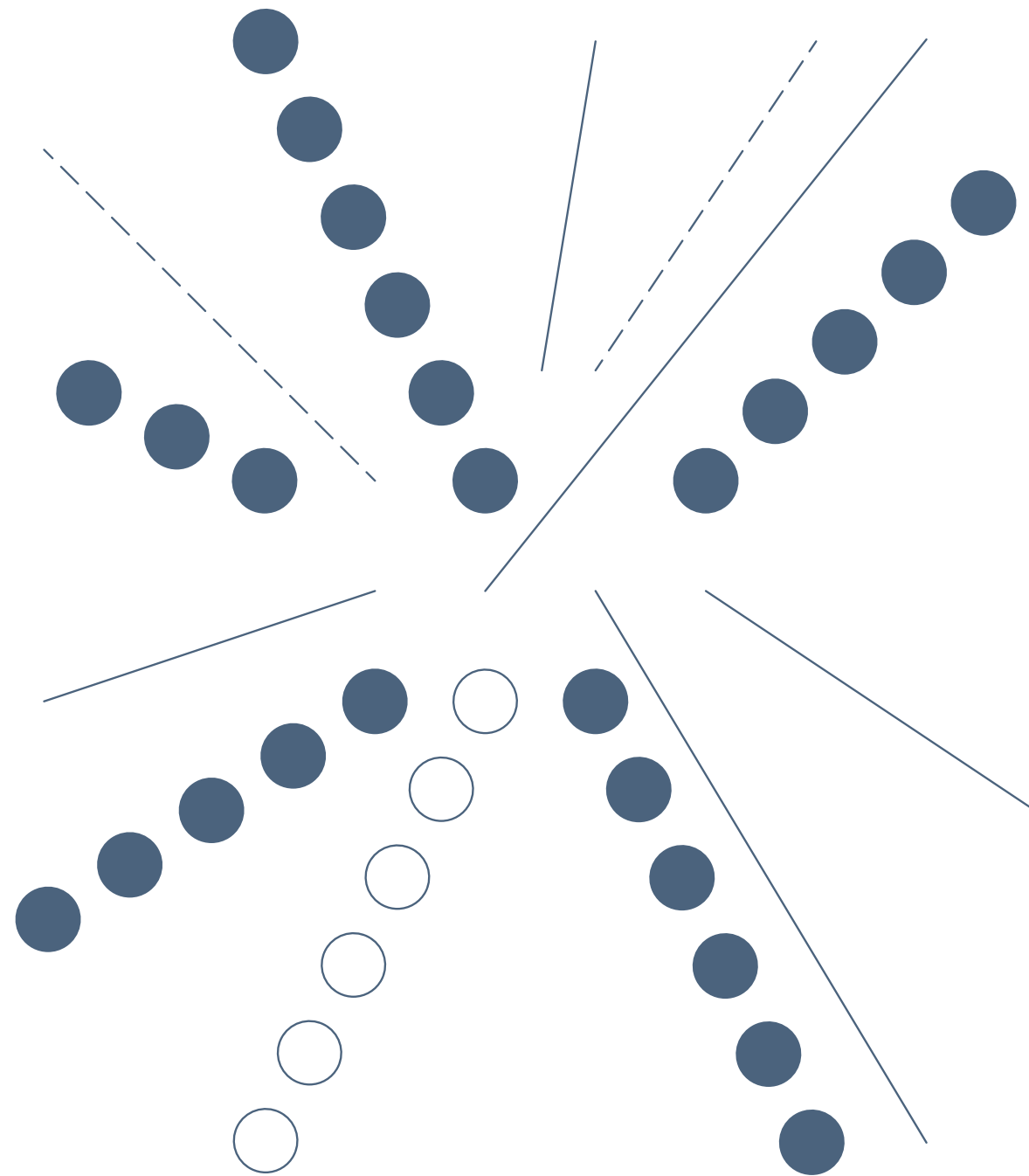
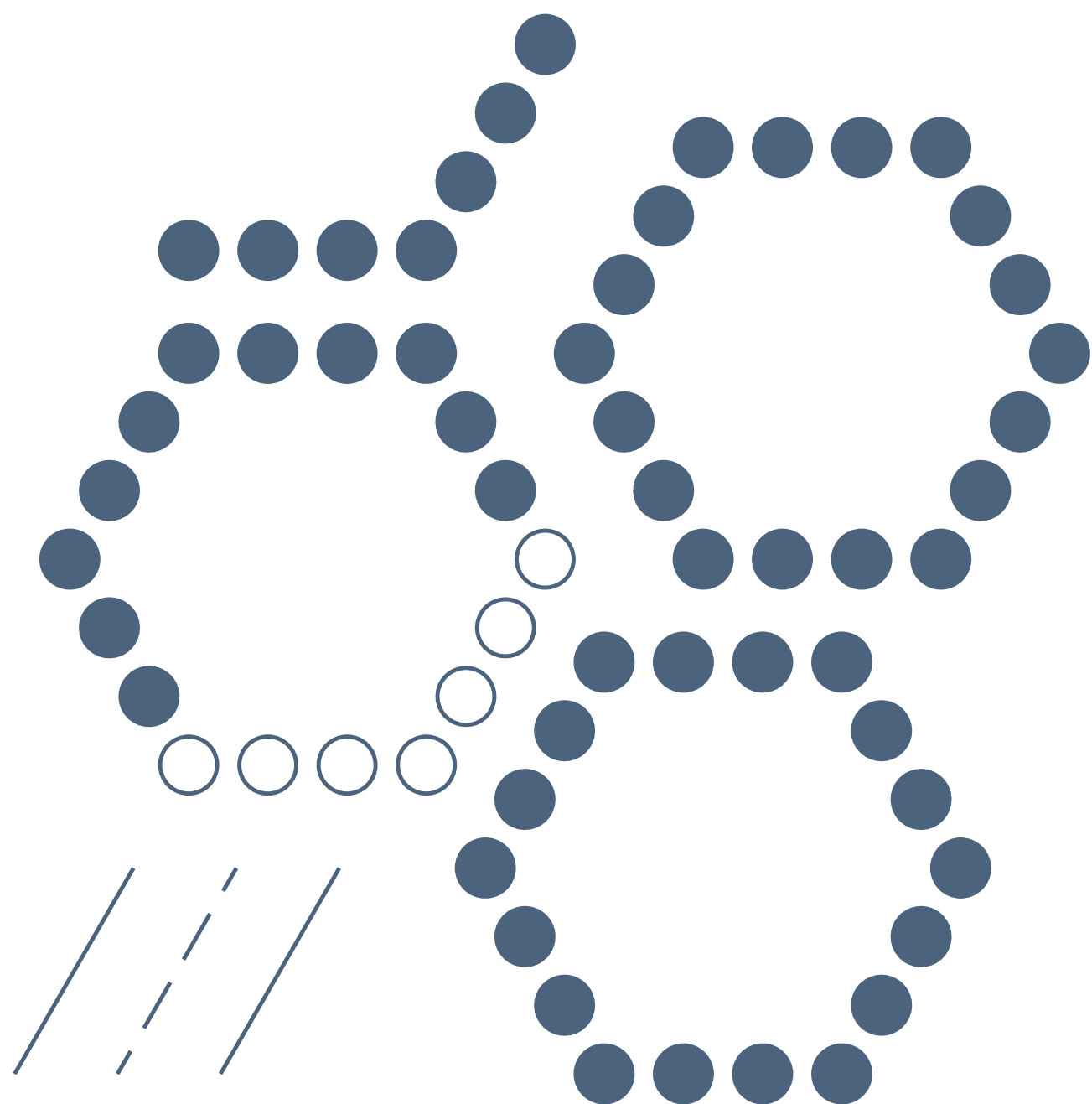
Inspiring regenerative innovation for a sustainable future
through Open Science, Crowdfunding, and Transparency.

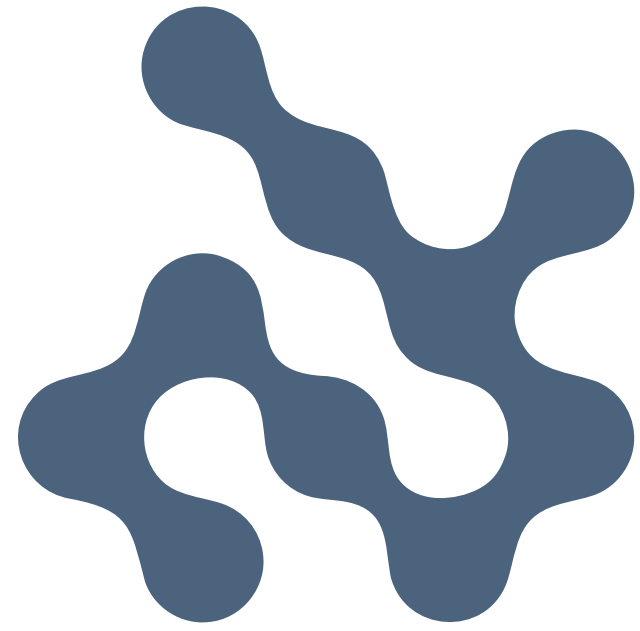


STYLE VARIABLES

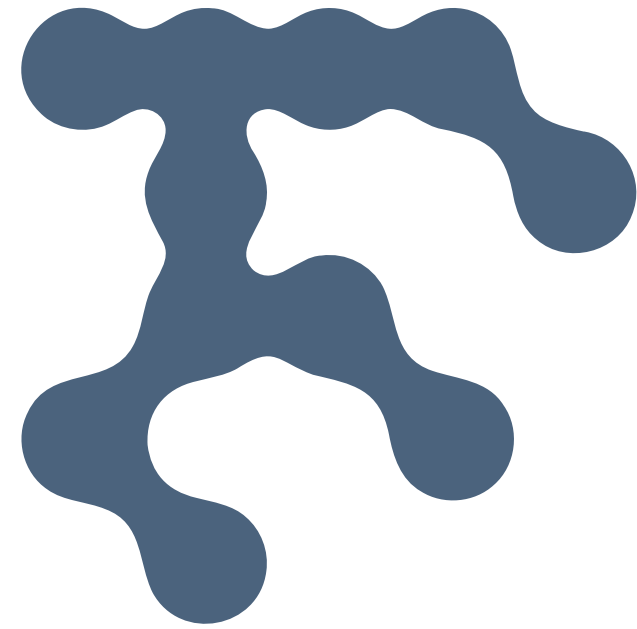




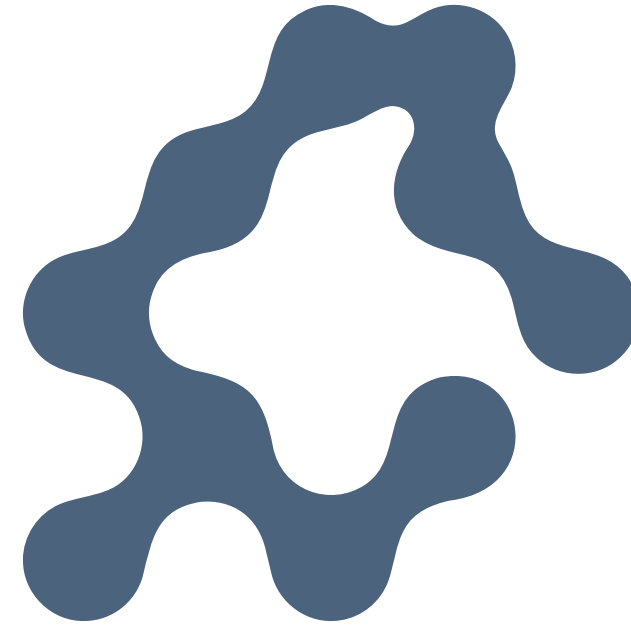




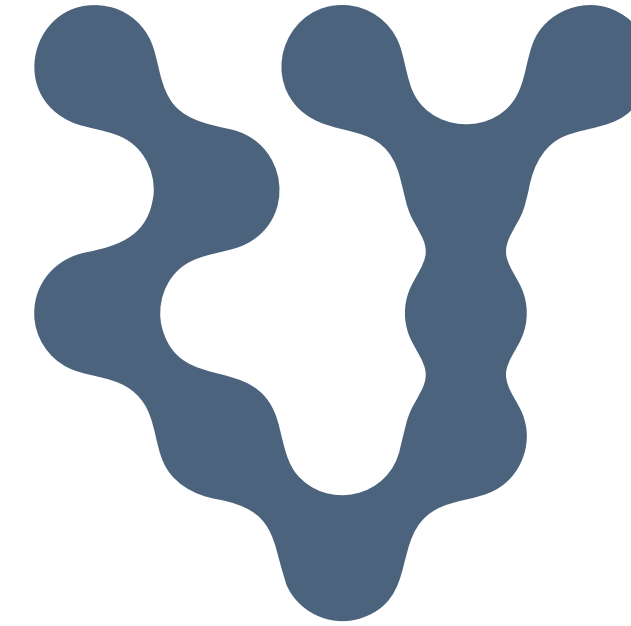
HEALTH & BIOTECHNOLOGY



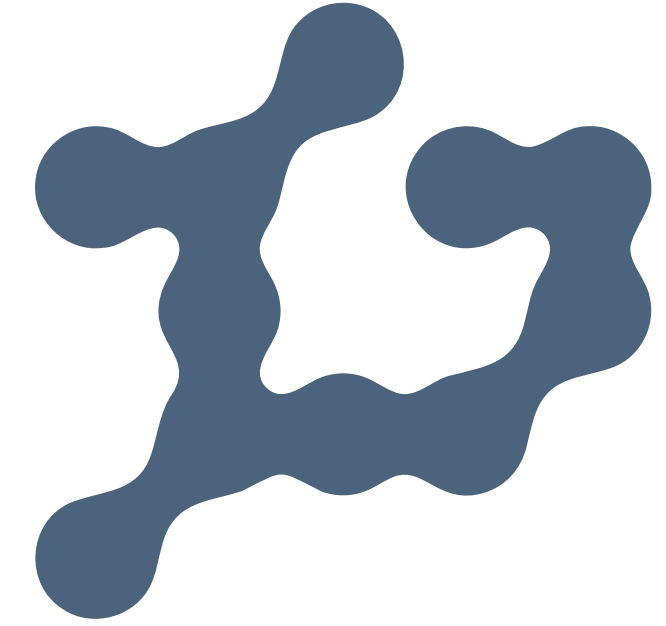
CULTURE, HERITAGE
& WORLDVIEWS



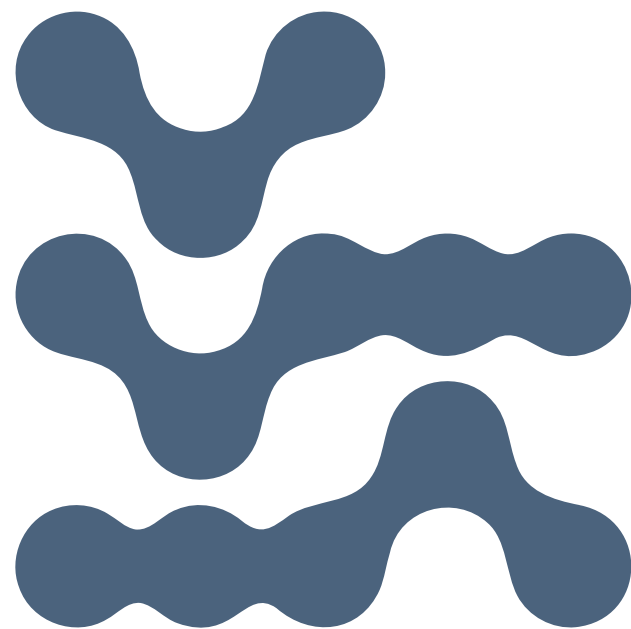
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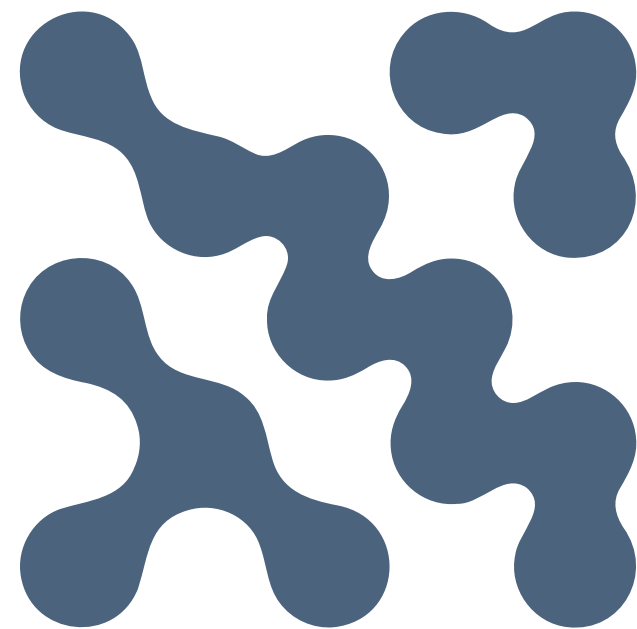
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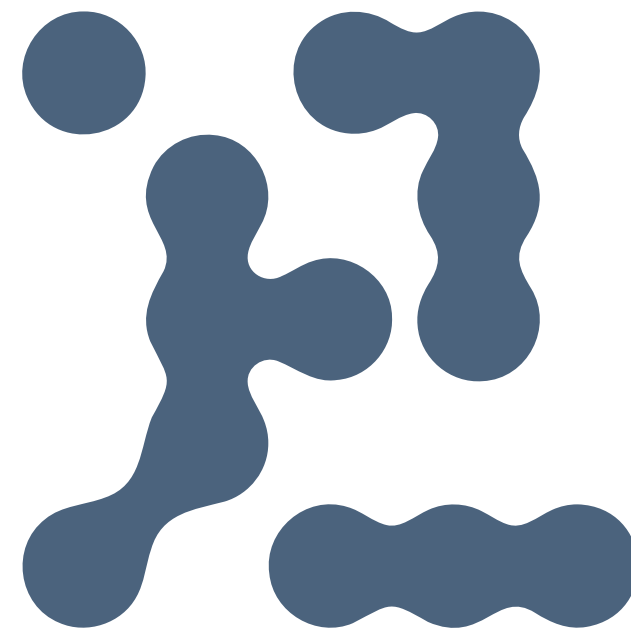
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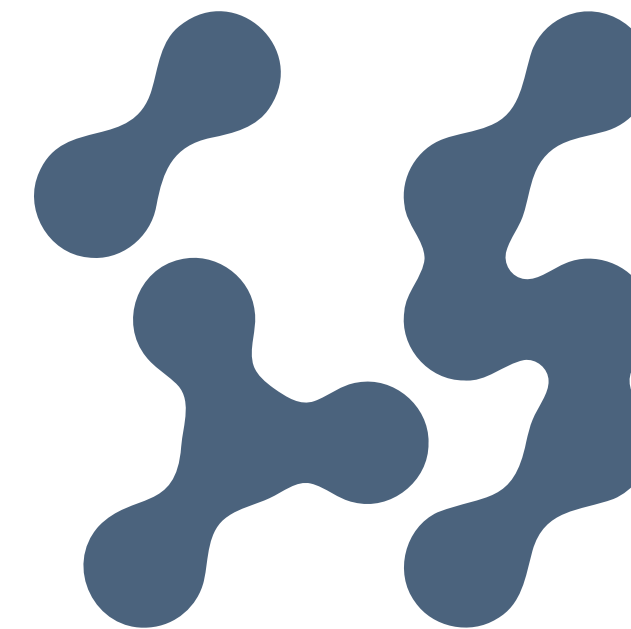
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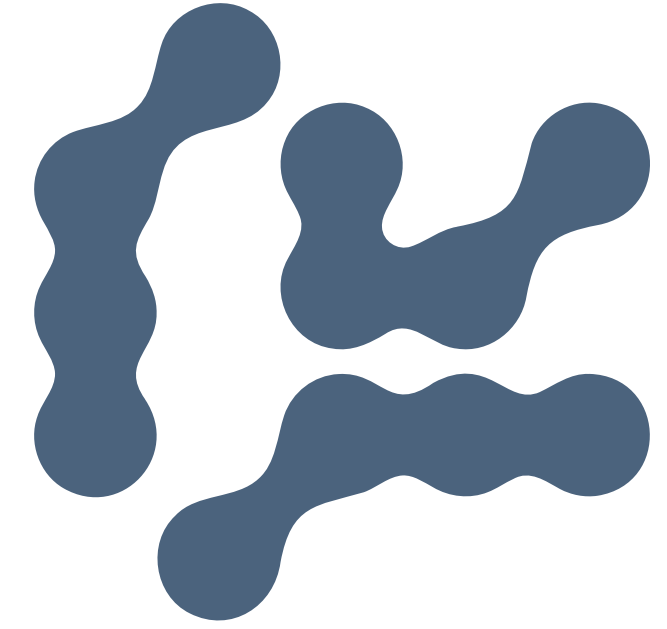
REGULATIONS



DISCOVERY & SCIENTIFIC
EXPLORATION



SOCIAL EMPOWERMENT

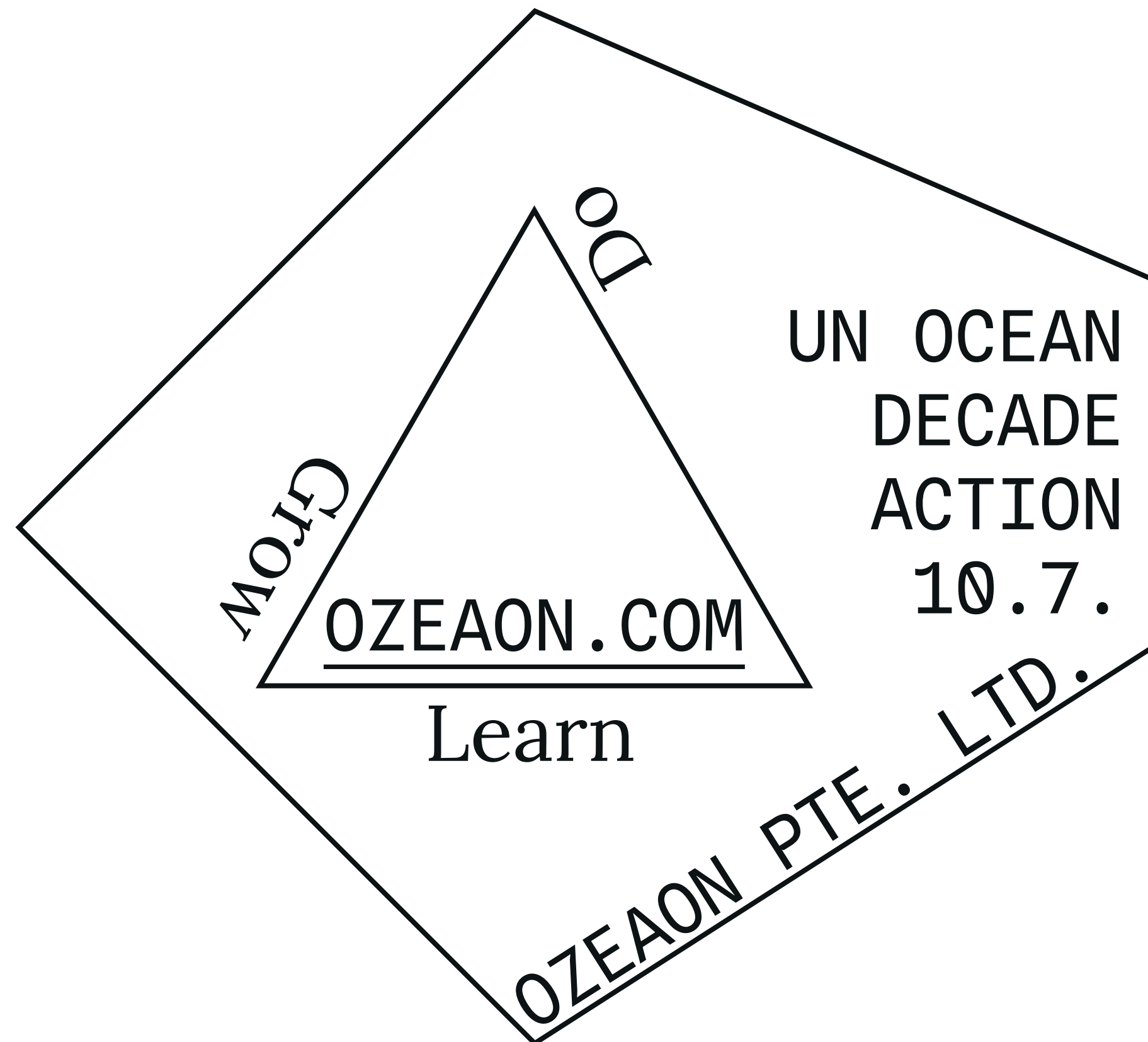


ECONOMY & INDUSTRY

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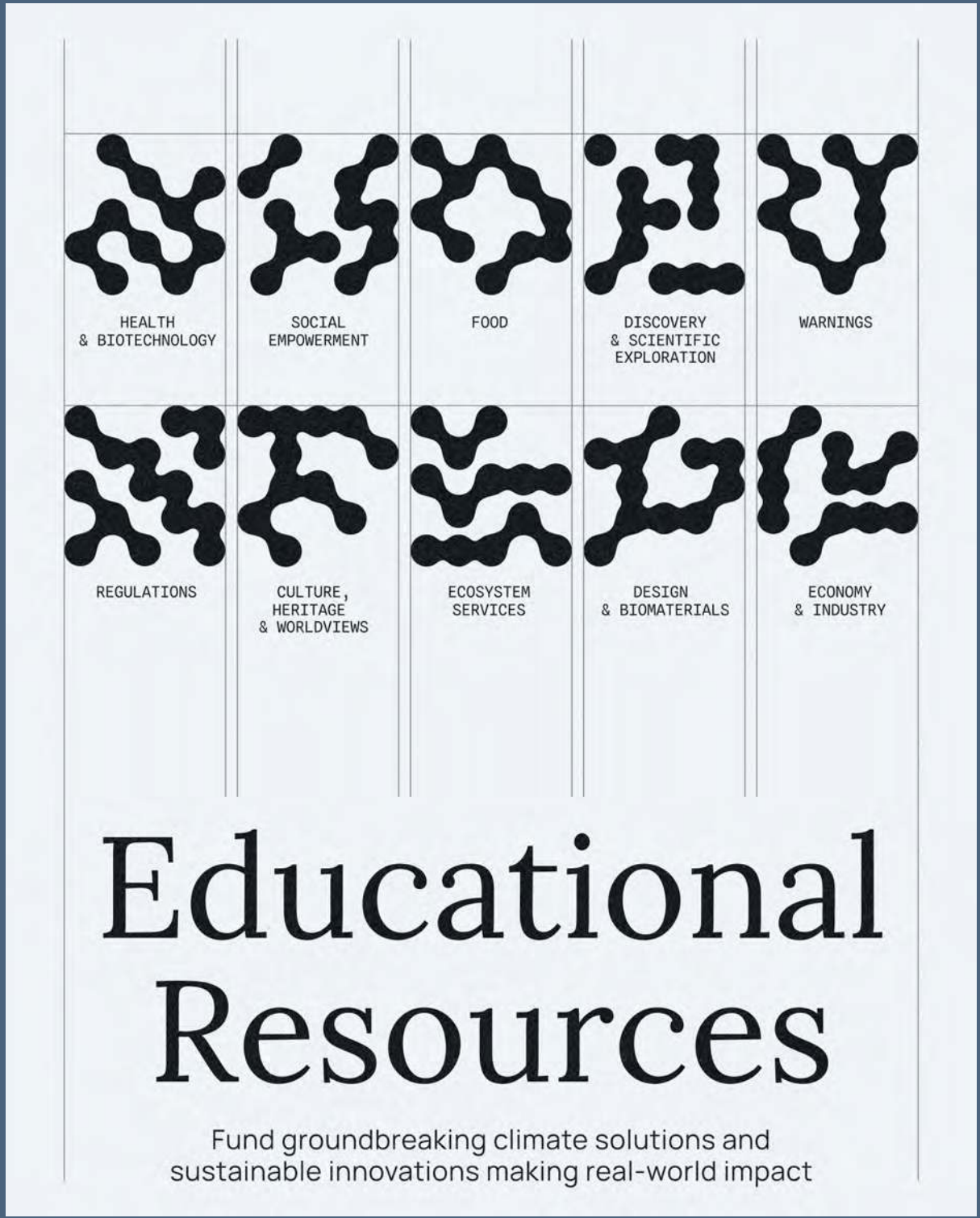
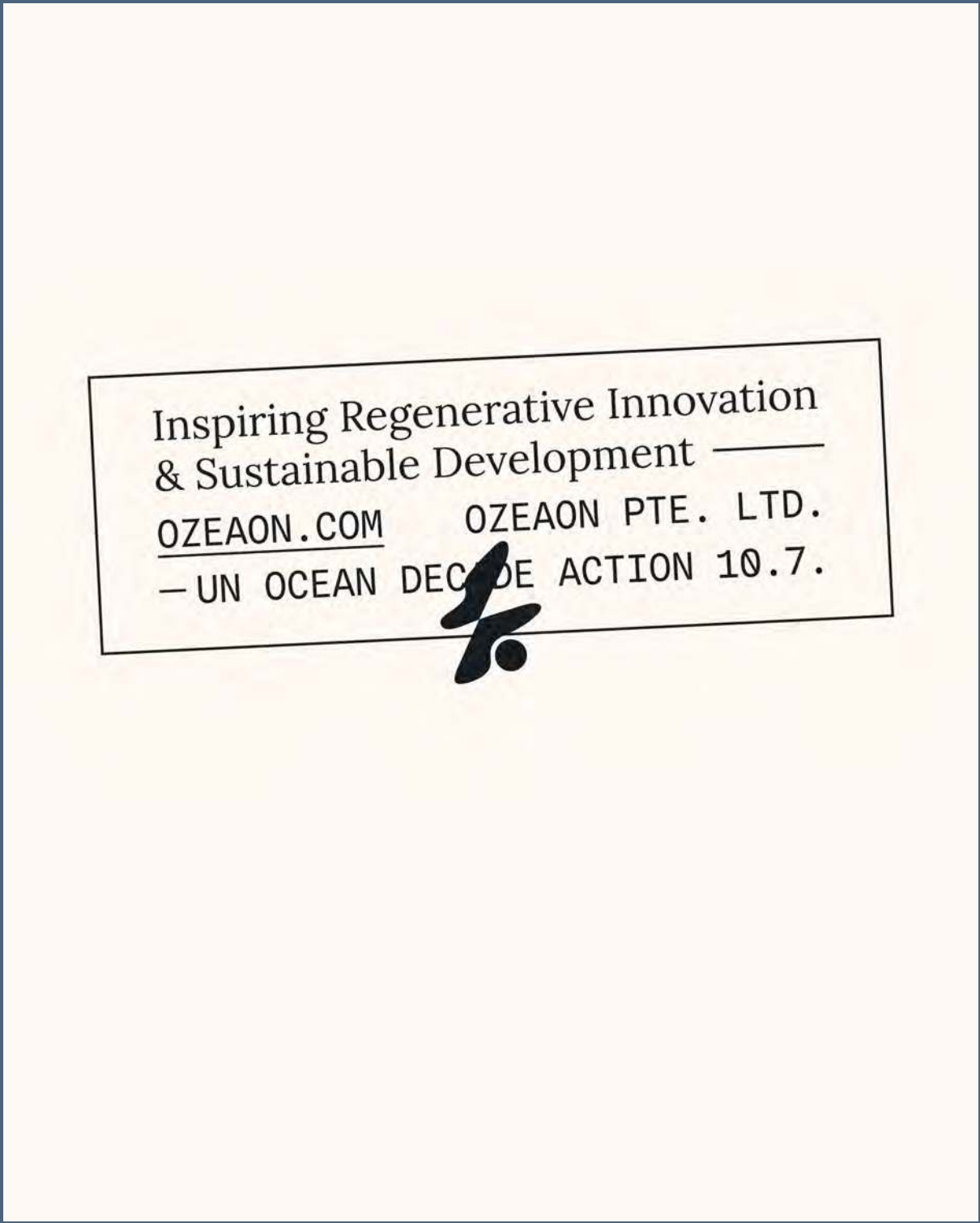


Joseph Frederick Flynn
founder & CEO

Inspiring Regenerative Innovation
& Sustainable Development

joseph@ozean.com

ozean.com



Jellyfish

They're key players in marine food chains and powerful indicators of ocean change, often reflecting shifts in climate, currents and water health.



BIODIVERSITY

FIG 1.

SOURCE:
OCEAN COMMUNITY; NOAA

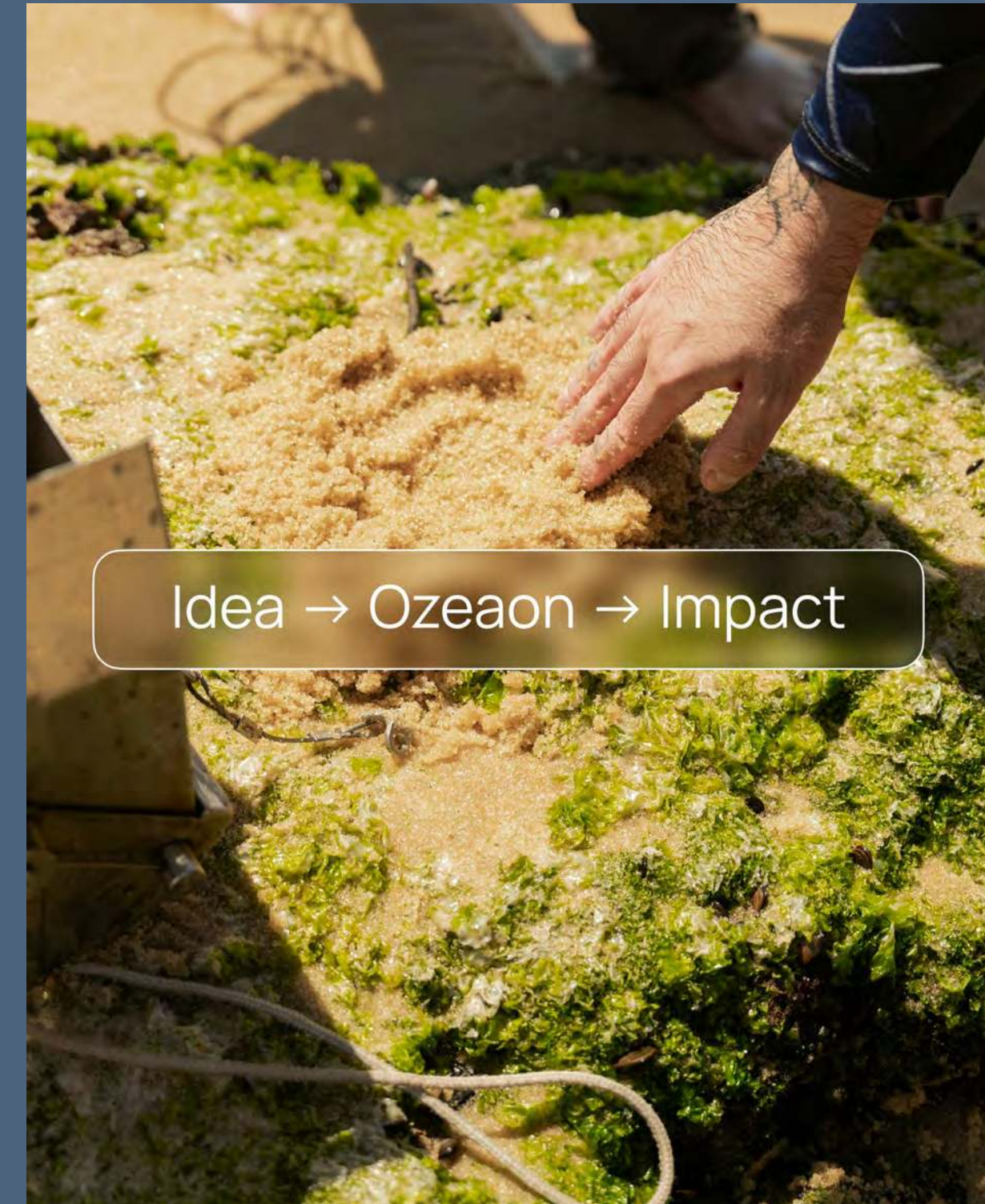


Joseph Flynn
Founder & CEO

JOSEPH FLYNN IS A SUSTAINABILITY LEADER, FOUNDING MEMBER OF THE IMPACT LEADERS ALLIANCE, REGENERATIVE SYSTEMS DESIGNER, AND MULTIDISCIPLINARY INNOVATOR WORKING AT THE INTERSECTION OF ENVIRONMENTAL RESILIENCE, HUMAN WELLBEING, AND EMERGING TECHNOLOGIES. HIS WORK INTEGRATES OPEN SCIENCE, REGENERATIVE FINANCE, ETHICAL ARTIFICIAL INTELLIGENCE, AND DECENTRALIZED GOVERNANCE TO ADDRESS COMPLEX CHALLENGES ACROSS THE OCEAN-CLIMATE-LAND NEXUS.

Team

Idea → Ozean → Impact





OLAFFUR ELIASSON
LONG DAYLIGHT PAVILION
(2025)

PHOTO:
HAM / MAIJA TOIVANEN

SOURCE:
OLAFURELIASSON.NET



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where every voice matters and
contributions are rewarded

What is blue carbon

Carbon captured by the world's ocean
and coastal ecosystems like mangroves,
salt marshes and seagrass meadows.



ECOSYSTEM
SERVICES

FIG 1.

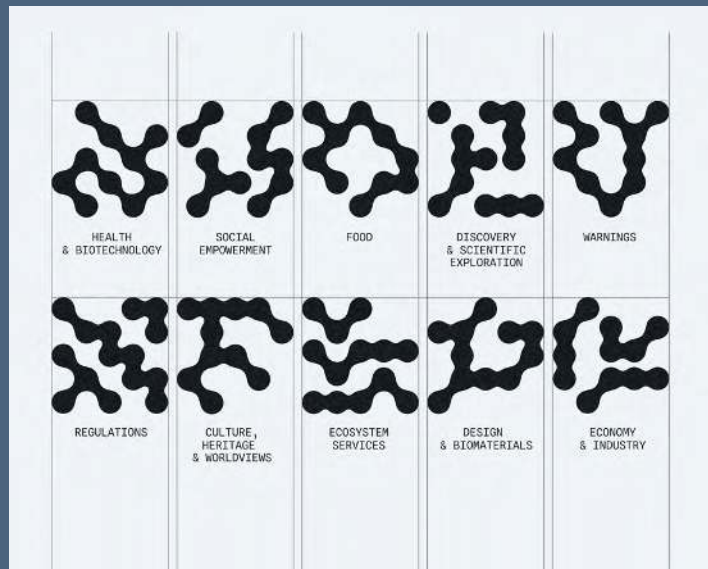
SOURCE:
NOAA



Building infrastructure where open science, collaboration and new funding models turn research into coordinated action for regenerative innovation.

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Educational Resources

Fund groundbreaking climate solutions and sustainable innovations making real-world impact

Jellyfish

They're key players in marine food chains and powerful indicators of ocean change, often reflecting shifts in climate, currents and water health.



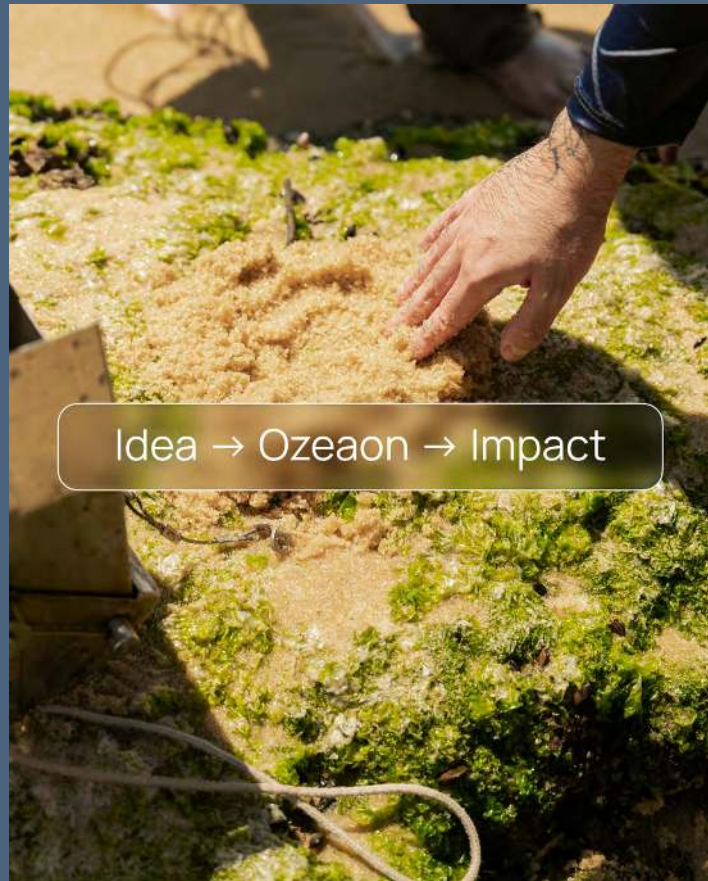
FIG 1. SOURCE: OCEAN COMMUNITY; NOAA



Joseph Flynn
Founder & CEO

JOSEPH FLYNN IS A SUSTAINABILITY LEADER, FOUNDRING MEMBER OF THE IMPACT LEADERS ALLIANCE, REGENERATIVE SYSTEMS DESIGNER, AND MULTIDISCIPLINARY INNOVATOR WORKING AT THE INTERSECTION OF ENVIRONMENTAL RESILIENCE, HUMAN WELLBEING, AND EMERGING TECHNOLOGIES. HIS WORK INTEGRATES OPEN SCIENCE, REGENERATIVE FINANCE, ETHICAL ARTIFICIAL INTELLIGENCE, AND DECENTRALIZED GOVERNANCE TO ADDRESS COMPLEX CHALLENGES ACROSS THE OCEAN-CLIMATE-LAND Nexus.

Team



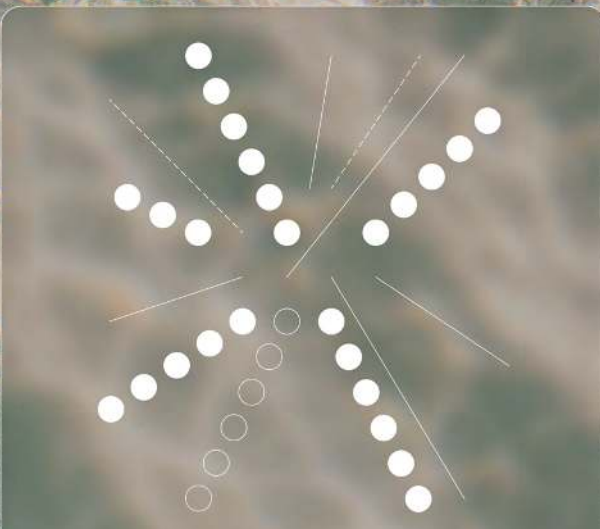
Idea → Ozean → Impact



OLAFFUR ELIASSON
LONG DAYLIGHT PAVILION
(2025)

PHOTO:
HAN / MALJA TOIVANEN

SOURCE:
OLAFFURELIASSON.NET



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contributions are rewarded

What is blue carbon

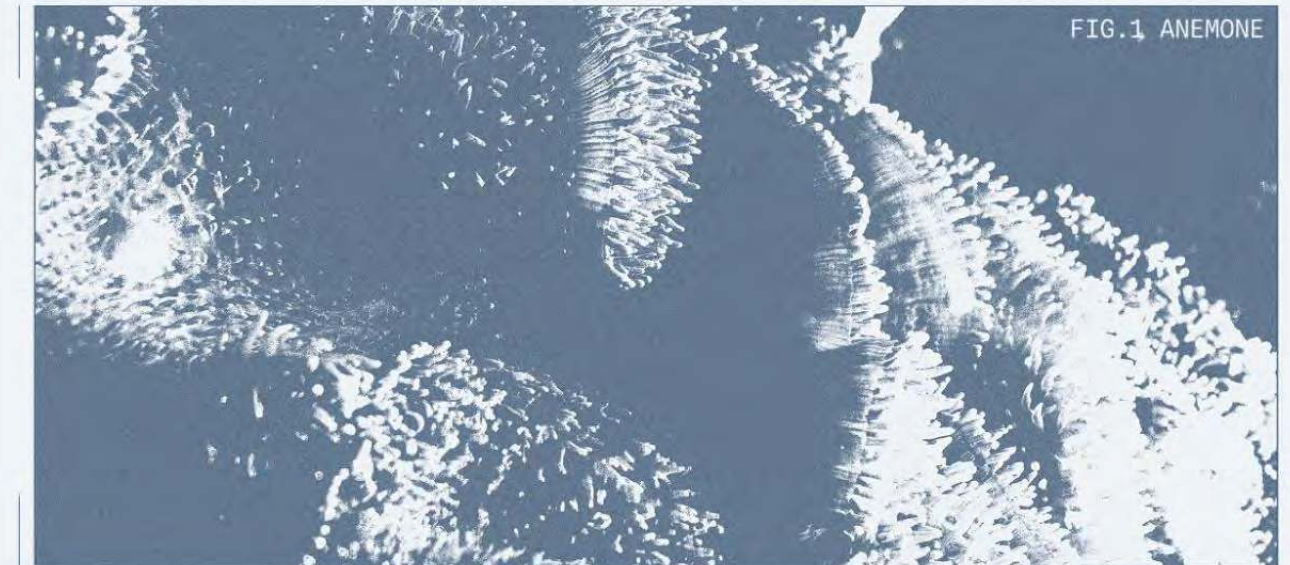
Carbon captured by the world's ocean and coastal ecosystems like mangroves, salt marshes and seagrass meadows.



FIG 1. SOURCE: NOAA



Building infrastructure where open science, collaboration and new funding models turn research into coordinated action for natural systems.



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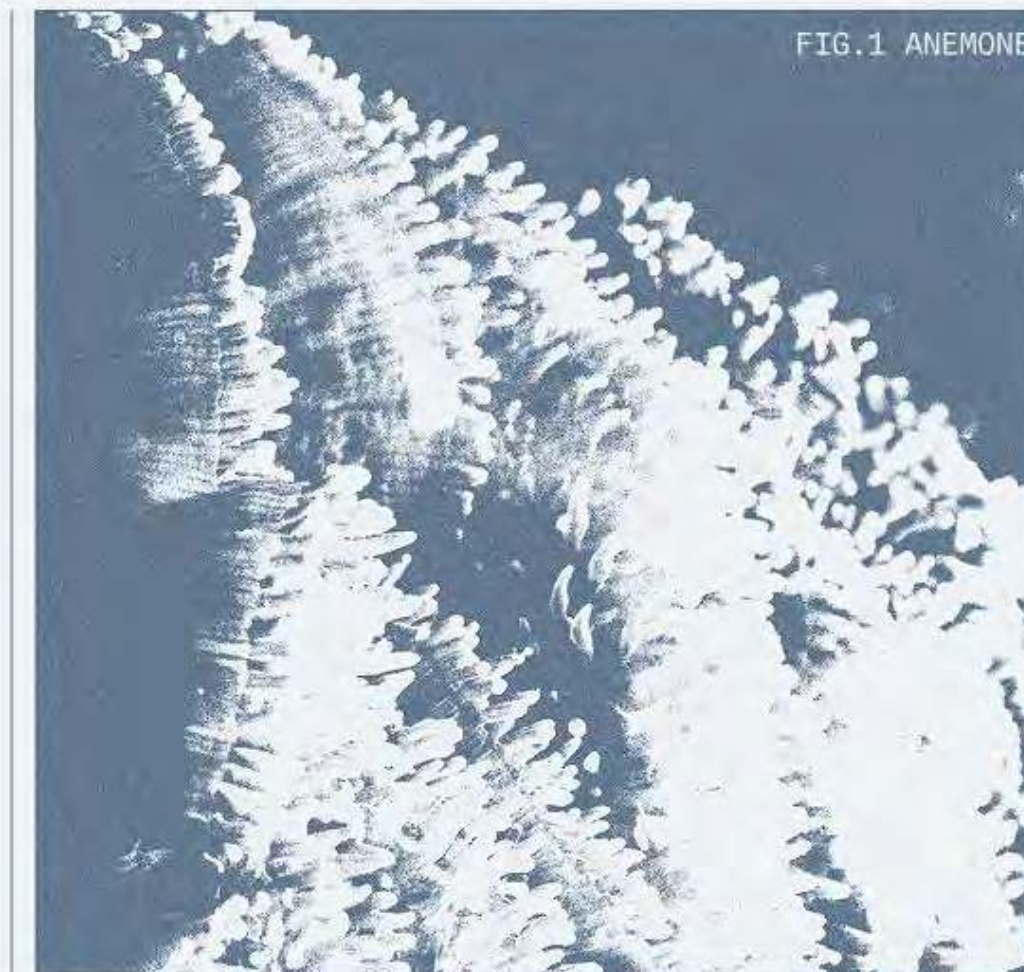
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Building infrastructure where open science, collaboration and new funding models turn research into coordinated action for natural systems.



Ozealon

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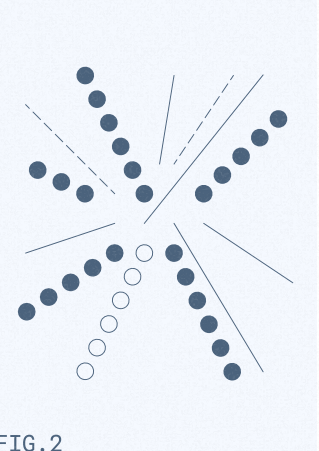
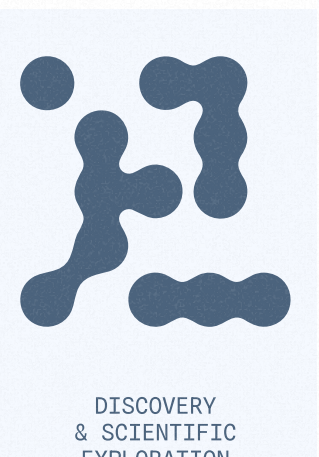
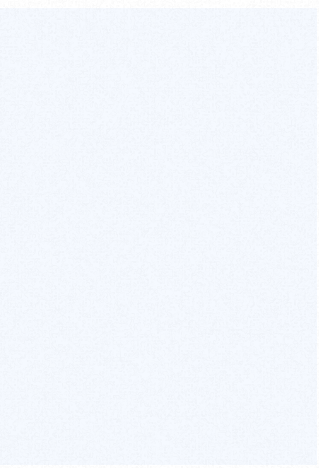
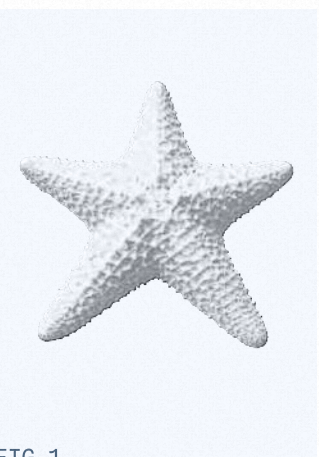
OZEALON, is an online platform committed to fostering an inclusive climate technology ecosystem that drives education and innovation through open science and blockchain technology.

Information Technology Company

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How It Works

01. Launch or support regenerative projects that restore ecosystems and create positive environmental impact

02. Share articles, insights, and innovations with the global community to amplify impact

03. Share articles, insights, and innovations with the global community to amplify impact

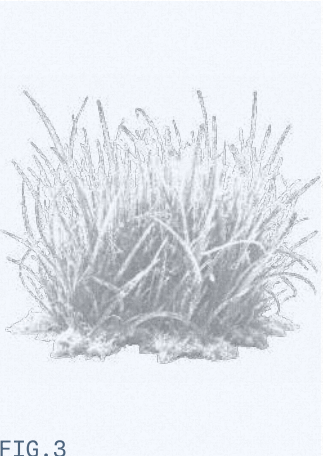
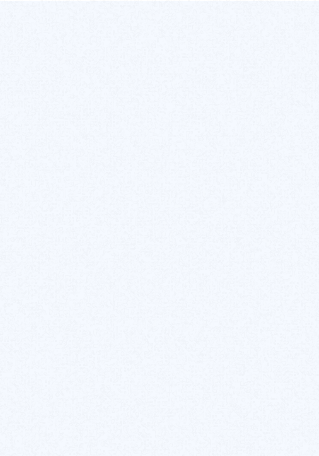


FIG.3

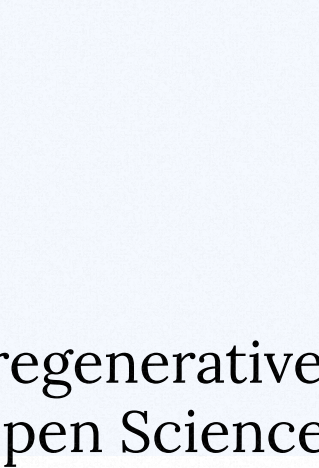
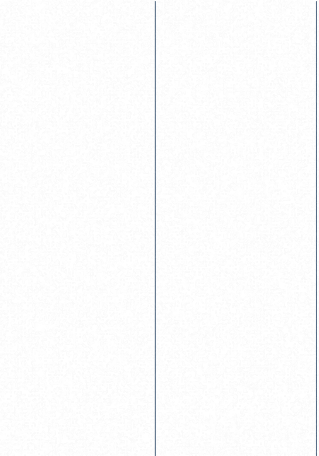
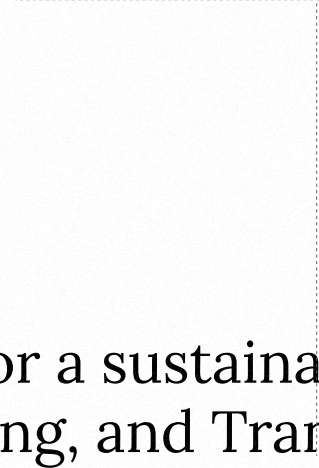
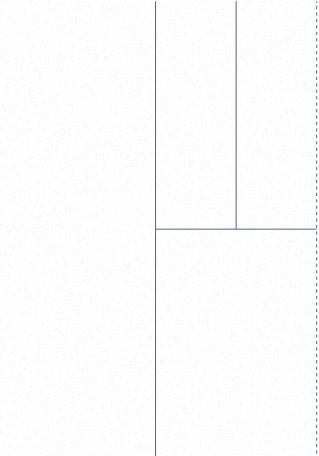


FIG.3

Inspiring regenerative innovation for a sustainable future through Open Science, Crowdfunding, and Transparency.