**TITLE OF THE PAPER (16pt Arial, Bold, Centered, All Caps)**

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Department (12pt Arial, Centered)

University (12pt Arial, Centered)

City, Country (12pt Arial, Centered)

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**Abstract:** This is the format of your full paper. Use **A4-sized** pages (21 x 29 cm) with top, bottom, left, and right margins of 2.5 cm. Use single space and 11 pt size Arial throughout the paper. Abstract should contain at maximum 200 words.

**Keywords:** (11pt Arial, no more than 6 keywords, left aligned, use a comma as a separator, capitalize each word)

**1 Introduction**

EUREM 2016 Conference participants can submit their full paper to **euremJMmodule@gmail.com** for publication in the Conference Proceedings before **31 October *, 2016****.*

The Full Paper must be written in English or Romanian within 11 pt Arial. The text should be justified. The Full Paper including figures, tables and references must have a minimum length of **6** pages and cannot exceed **15** pages.

**2 Title, Authors, Affiliation, and Keywords**

The first page must contain the Title, Author(s), Affiliation(s), Keywords and the Abstract. The Introduction must begin afterwards. If any of these are missing, the paper won’t be included in the Conference Proceedings.

3 Headings

3.1 Main headings

The main headings should be written left aligned, in 11pt Arial, and bold. All major words in the headings should be capitalized. There should be an 11pt space before and after the main headings.

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4 Page Numbers

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**5 Figures**

All figures should be numbered consecutively and captioned. The title should be 11pt Arial and placed under each figure. All figures ***must be cited*** in the text. 11pt space should be given before and after the table. After the table, source should be given (if available). The figures must be prepared in word or excel.

Right HR professionals

Right HR practices

Workforce success

Right HR function and workforce costs

Right types of HR alignment

**What HR *Does***

[HR Doables]

**What HR *Delivers***

[HR Deliverables]

**Figure 1 Five key elements of the HR scorecard**

**Source:** Huselid *et al.* (2005)

**6 Tables**

All tables should be numbered consecutively and titled. The title should be 11pt Arial and placed on top of each table. All tables ***must be*** ***cited*** in the text. 11pt space should be given before and after the table. After the table, source should be given (if available). The tables must be prepared in word or excel.

**Table 1 Example of the construction of one table**

| Year | yy | zz |
| --- | --- | --- |
| 2000 | 22.3 | 1.5 |
| 2001 | 32.1 | 33.1 |
| 2002 | 42.6 | 43.3 |
| 2003 | 52.3 | 53.5 |

**Source:** (Add the source if available, Arial 9 pt)

7 Equations

Formulas **must be** written with **MSWord Equation**. For decimals, please use “**dot**” and for thousands, please use “**comma**” (i.e. $1,000.00 for one thousand)

A displayed equation is numbered, using Arabic numbers in parentheses. It should be centered, leaving a 11pt space above and below to separate it from the surrounding text.

 (1)

8 Format of References

References should be cited in the text and all citations must be listed in the references. There shouldn’t be any mismatch between citations and references. The Harvard referencing system must be followed (Please take a look at the following link for more details on <http://libweb.anglia.ac.uk/referencing/harvard.htm>[).](http://libweb.anglia.ac.uk/referencing/harvard.htmAs)  
Citations in the text must appear as surname(s) and date and complete references must be listed alphabetically at the end of the paper.

When a cited work has three or more authors in the text, the form (main author *et al.* year) is used (Don’t forget to italicize et al.).

Online citations include the date of access. Ampersand (&) is not used, unless it is a widely used expression (e.g., R&D), or included in a company name (e.g., Standard & Poor’s).

When reference is made to more than one work by the same author(s) published in the same year, each citation is identified in the text in the form (Schendel, 2005a, 2005b). These references must alphabetized by article title.

**9 Conclusion**

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**References**

Examples of correct references style include:

**Books with one author:** Redman, P., 2006. *Good essay writing: a social sciences guide*. 3rd ed. London: Sage.

**Books with multiple authors:** Adams, R.J., Weiss, T.D., and Coatie, J.J., 2010. *The World Health Organization, its history and impact*. London: Perseus.

**Chapters of edited books:** Samson, C., 1970. Problems of information studies in history. In: S. Stone, ed. 1980. *Humanities information research*. Sheffield: CRUS, pp.44-68.

**Print journal articles:** Boughton, J.M., 2002. The Bretton Woods proposal. *Political Science Quarterly*, 42(6), pp.564-578.

Wall, T., Michie, J., Patterson, M., Wood, S., Sheehan, M., Clegg, C.W., and West, M., 2004. On the validity of subjective measures of company performance. *Personnel Psychology*, 57(1), pp.95-118.

Kaplan, R.S. and Norton, D.P., 1992. The balanced scorecard – Measures that drives performance. *Harvard Business Review*, 70(1), pp.71-79.

**Articles available on the internet:** Kipper, D., 2008. Japan's new dawn, *Popular Science and Technology*, [online] Available at: <http://www.popsci.com/popsci37b144110vgn/html> [Accessed 22 June 2009].