

# A Quick Guide to Harvard Referencing | Citation Examples

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Referencing is an important part of academic writing.

It tells your readers what sources you've used and how to find them.

Harvard is the most common referencing style used in UK universities.

In Harvard style, the author and year are cited in-text,  
and full details of the source are given in a reference list.

**Referencing is an essential academic skill (Pears and Shields, 2019).**

In-text citation

Pears, R. and Shields, G. (2019) Cite them right: The essential referencing guide. 11th edn. London: MacMillan.

Reference list entry

## Harvard in-text citation:

A Harvard in-text citation appears in brackets beside any quotation or paraphrase of a source. It gives the last name of the author(s) and the year of publication, as well as a page number or range locating the passage referenced, if applicable:

e.g. The novel begins with the grim image of the train passengers' faces, which are described as 'pale yellow, the colour of the fog' (Dostoyevsky, 2004, p. 5).

Note that 'p.' is used for a single page, 'pp.' for multiple pages (e.g. 'pp. 1–5').

An in-text citation usually appears immediately after the quotation or paraphrase in question.

It may also appear at the end of the relevant sentence, as long as it's clear what it refers to.

When your sentence already mentions the name of the author,

it should not be repeated in the citation:

e.g. Woolf introduces the essay's topic as 'women and fiction' (2000, p. 5),

going on to discuss the various connotations of the phrase.

## Number of authors

## In-text citation example

1 author	(Davis, 2019)
2 authors	(Davis and Barrett, 2019)
3 authors	(Davis, Barrett and McLachlan, 2019)
4+ authors	(Davis <i>et al.</i> , 2019)

- **Sources with multiple authors**

- When you cite a source with up to three authors, cite all authors' names. For four or more authors, list only the first name, followed by '*et al.*':

## Sources with no page numbers:

Some sources, such as websites, often don't have page numbers.

If the source is a short text, you can simply leave out the page number.

With longer sources, you can use an alternate locator

such as a subheading or paragraph number

if you need to specify where to find the quote:

(Scribbr, para. 4)

## **Multiple citations at the same point:**

When you need multiple citations to appear at the same point in your text –

for example, when you refer to several sources with one phrase –

you can present them in the same set of brackets, separated by semicolons.

List them in order of publication date:

e.g. Several in-depth studies have investigated this phenomenon during the last decade (Singh, 2011; Davidson, 2015; Harding, 2018).



## Multiple sources with the same author and date:

If you cite multiple sources by the same author which were published in the same year,

it's important to distinguish between them in your citations. To do this, insert an 'a' after

the year in the first one you reference, a 'b' in the second, and so on:

e.g. The results of the first study (Woodhouse, 2018a) were inconclusive, but a follow up study (Woodhouse, 2018b) achieved a clearer outcome.

## Creating a Harvard reference list:

A bibliography or reference list appears at the end of your text. It lists all your sources in

alphabetical order by the author's last name, giving complete information so that the

reader can look them up if necessary.

The reference entry starts with the author's last name followed by initial(s). Only the first word of the title is capitalised (as well as any proper nouns).

## Reference list

- Childers, J.W. (2012) 'Social class in the Victorian novel', in David, D. (ed.) *The Cambridge companion to the Victorian novel*. 2nd edn. Cambridge: Cambridge University Press, pp. 148–169.
- Eliot, G. (2017) *Silas Marner*. Edited by Atkinson, J. Oxford: Oxford University Press.
- Levine, G. (2019) 'The Dickensian George Eliot', *Dickens Studies Annual*, 50(1), pp. 48–65.
- Tolstoy, L. (2006) *War and peace*. Translated from the Russian by A Briggs. London: Penguin.

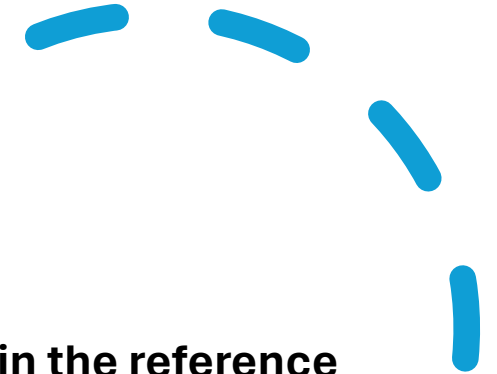
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NUMBER OF AUTHORS	REFERENCE EXAMPLE
1 author	Davis, V. (2019) ...
2 authors	Davis, V. and Barrett, M. (2019) ...
3 authors	Davis, V., Barrett, M. and McLachlan, F. (2019) ...
4+ authors	Davis, V. et al. (2019) ...

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- **Sources with multiple authors in the reference list**

- As with in-text citations, up to three authors should be listed; when there are four or more, list only the first author followed by ‘*et al.*’:





<b>Format</b>	Author surname, initial. (Year) <i>Book title</i> . City: Publisher.
<b>Example</b>	Smith, Z. (2017) <i>Swing time</i> . London: Penguin.
<b>Notes</b>	•The city mentioned is the location of the publisher's headquarters.

- **Harvard referencing examples**

- Reference list entries vary according to source type, since different information is relevant for different sources. Formats and examples for the most commonly used source types are given below.


- [Books](#)
- [Entire book](#)
- [Book chapter](#)
- [Translated book](#)
- [Edition of a book](#)



**Format** Author surname, initial. (Year) 'Article title', *Journal Name*, Volume(Issue), pp. page range.

**Example** Thagard, P. (1990) 'Philosophy and machine learning', *Canadian Journal of Philosophy*, 20(2), pp. 261–276.

**Notes**

- This format is also used for journal articles which you accessed online but which are available in print too.
- There is no space between the volume and issue number (in brackets).
- The page range shows where the article is located in the journal.
- Unlike other titles, the name of a journal uses headline capitalisation; capitalise every important word.

- 
- [Journal articles](#)
  - [Print journal](#)
  - [Online-only journal with DOI](#)
  - [Online-only journal with no DOI](#)



<b>Format</b>	Author surname, initial. (Year) <i>Page title</i> . Available at: URL (Accessed: Day Month Year).
<b>Example</b>	Google (2019) <i>Google terms of service</i> . Available at: <a href="https://policies.google.com/terms?hl=en-US">https://policies.google.com/terms?hl=en-US</a> (Accessed: 27 January 2020).
<b>Notes</b>	•Reference list entries for pages without a clearly identified author can begin with the name of the relevant site or organisation instead.

- Websites
- General web page
- Online article or blog
- Social media post

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**In-text citation**

(Scribbr, no date)

**Reference list entry**

Scribbr (no date) How to structure a dissertation.  
Available at:  
<https://www.scribbr.co.uk/category/thesis-dissertation/> (Accessed: 14 February 2020).

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- **Referencing sources with no author or date**



- Sometimes you won't have all the information you need for a reference. This section covers what to do when a source lacks a publication date or named author.

- **No publication date**

- When a source doesn't have a clear publication date – for example, a constantly updated reference source like Wikipedia or an obscure historical document which can't be accurately dated – you can replace it with the words 'no date':

- Note that when you do this with an online source, you should still include an access date, as in the example.





<b>In-text citation</b>	('Divest', no date)
<b>Reference list entry</b>	'Divest' (no date) Available at: <a href="https://www.merriam-webster.com/dictionary/divest">https://www.merriam-webster.com/dictionary/divest</a> (Accessed: 27 January 2020).

- **No author**
- When a source lacks a clearly identified author, there's often an appropriate corporate source – the organization responsible for the source – whom you can credit as author instead, as in the Google and Wikipedia examples above.
- When that's not the case, you can just replace it with the title of the source in both the in-text citation and the reference list:
  
- **Prevent plagiarism, run a free check.**

# ORGANIZATION DEVELOPMENT

*The Process of Leading  
Organizational Change*

DONALD L. ANDERSON



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*The Process of Leading  
Organizational Change*

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as learning a new skill, system, or procedure. OD deals with organizational change efforts that may or may not involve members of the organization needing to learn specific new skills or systems. Many training and development professionals are gravitating toward OD to enhance their skills in identifying the structural elements of organizations that need to be changed or enhanced for training and new skills to be effective. Other aspects of the training and development profession, however, such as needs assessment, course development, the use of technology, or on-the-job training, are not central to the job of the OD practitioner.

In addition, most training programs are developed for a large audience, often independent of how the program would be applied in any given organization. While some OD interventions do incorporate training programs and skill building, OD is more centrally concerned with the context that would make a training program successful, such as management support, job role clarification, process design, and more. As Burke (2008) writes, "Individual development cannot be separated from OD, but to be OD, individual development must be in the service of or leverage for system-wide change, an integral aspect of OD's definition" (p. 23).

### **Short Term**

OD is intended to address long-term change. Even in cases in which the intervention is carried out over a short period (such as the several-day workshops conducted at the cancer center described earlier), the change is intended to be a long-term or permanent one. OD efforts are intended to develop systemic changes that are long lasting. In the contemporary environment in which changes are constantly being made, this can be particularly challenging.

### **The Application of a Toolkit**

Many OD practitioners speak of the OD "toolkit." It is true that OD does occasionally involve the application of an instrumented training or standard models, but it is also more than that. To confuse OD with a toolkit is to deny that it also has

# How to use HV referencing in text(examples)

OD is intended to address long-term change(Anderson, 2010).

Other way:

Anderson(2010) suggests that OD is intended to address long-term change.

Anderson(2010) suggested that OD was.....

# How to use HV referencing in text(examples) (Ctnd)

Reference:

Anderson, L.(2010) *Organization Development: the Process of Organizational Change*. London : Sage.