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PERSYARATAN

The best way to inquire about HBR's potential interest in a topic is to prepare a proposal. It can be submitted by mail or electronically and should answer the following questions:

- 1. What is the central message of the article you propose to write (the 'aha')? What is important, useful, new, or counter-intuitive about your idea? Why do managers need to know about it?
- 2. How can your idea be applied in business today (the 'so what')?
- 3. For which kinds of companies would the idea NOT work well? For which kinds of companies would it work especially well? Why?
- 4. What research have you conducted to support the argument in your article?
- 5. On what previous work (either of your own or of others) does this idea build?
- 6. What is the source of your authority? What academic, professional, or personal experience will you draw on?

It need not be long and it certainly need not be written in question-and-answer format. The important point is to cover the topics the questions raise.

Then please write a two-to-three page (500-750 word) **narrative outline** laying out the structure of your article and describing each important point in a separate paragraph. Give us a sense not just of the ground you will cover but of how the logic will flow. Please illustrate your points with real-world examples or provide one extended, detailed example.



PERSYARATAN

Some of the questions we will ask ourselves when evaluating your proposals are:

- 1. Is this idea new? If not, does it offer a new and useful perspective on an existing idea?
- 2. What is it based on? What are its antecedents?
- 3. Did it persuade me?
- 4. Did I find it interesting? Would HBR readers find it interesting?
- 5. Does it address an issue that matters to managers?
- 6. Could it be put into practice?
- 7. Is the author trying to sell the reader something? To use the insights in the article, would the reader need to consult the author?
- 8. Are there good illustrations? Have I seen the same company examples used to illustrate a multitude of other models, theses, or points of view?
- 9. Where are the holes in the thinking?

Each issue of HBR contains both feature articles and departments:

Each **feature** is an in-depth, rigorous presentation of a significant advance in management thinking and its application in the real world of business. These articles help business leaders establish an intellectual agenda for discussion - and change - within their companies.

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