

Using Sources Responsibly

Presentation adapted from the Harvard College Writing Program's *Harvard Guide to Using Sources*

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HARVARD | BUSINESS | SCHOOL

Why is this important?

The “Ongoing Conversation”

When you use sources in your work (text, exhibits), you are presenting someone else’s ideas to make an argument. You are joining an “ongoing conversation” – **it is important to be clear what is your work and what is not.**



Integrating Sources

Make clear for the reader **which arguments and ideas are your own** and **which come from outside sources**.

Use sources to advance your own arguments, **not as substitutes for original thought**.

Each source should be **included for a reason**.

Frameworks, theories, and ideas presented in class should be considered outside sources and attributed to the source/author mentioned in class. If no name was mentioned, the professor should be attributed.

Paraphrasing and Quoting

Be succinct when summarizing a source.

Use your own words to restate ideas.

Provide the reason you are including a source.

Cite the source even when summarizing or paraphrasing.

Quote sparingly.



Integrating Tips

Introduce source material before including it.

Signal phrases are **helpful cues** to the reader that what follows is someone else's work or ideas:

Porter *argues*...

Nohria *observes*...

Amabile *notes*...

Christensen *confirms*...

Sandel *contends*...

Mankiw *suggests*...

Merton *claims*...

Moss *emphasizes*...

Discuss/analyze the source material after inclusion.

HBS Citation Guide



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Available on the [library website](#).

Don't stress the details *too much* – making a good faith effort goes a long way.

When in doubt, always cite.

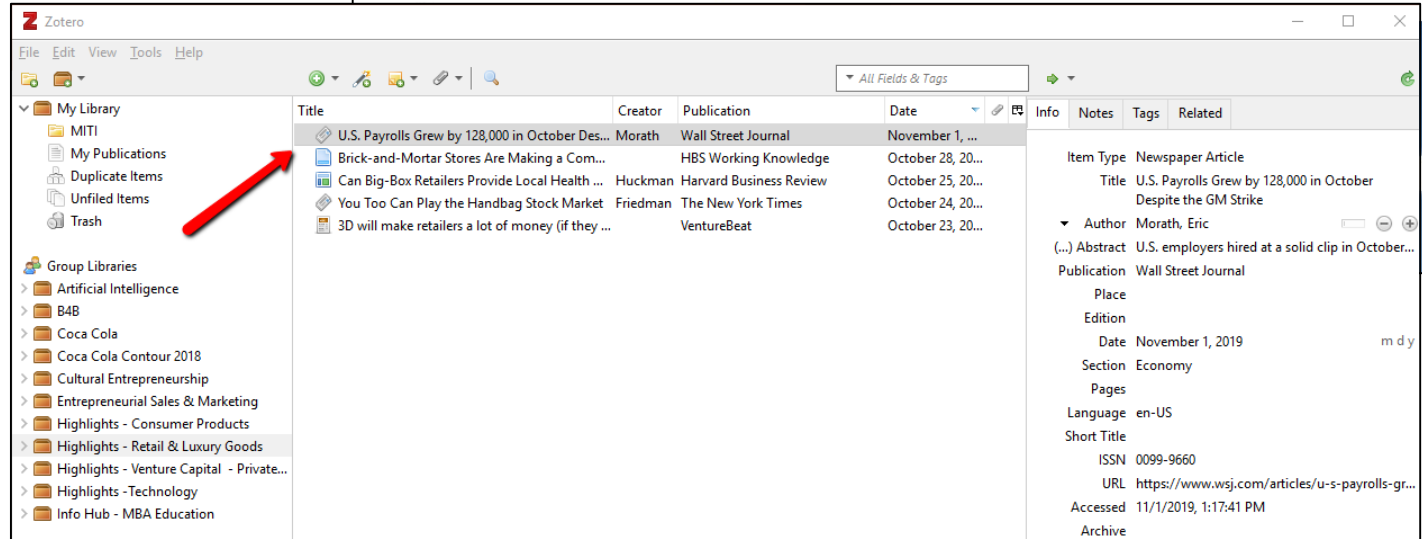
HBS CITATION GUIDE — 2019–20 ACADEMIC YEAR

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Citation Tool: Zotero

Make it easier on yourself.

Keep track of source material as you go along (especially in your notes).



Get help

[Harvard Guide to Using Sources](#)

[SAS: Coaching for Effective Writing](#)

Writing Support

Coaching for effective writing

Writing

Coaching for Effective Writing (CEW) is a resource provided and managed by MBA Student & Academic Services. CEW helps students meet the standards for satisfactory written performance in the MBA Program.

- In the Required Curriculum, the CEW helps students develop skills for writing compelling, persuasive case-based arguments under timed conditions.
- In the Elective Curriculum, the CEW helps students improve performance on case-based exams, and to develop skills for writing persuasive evidence-based research reports and position papers.

Writing Coaches do not provide exams-related writing samples and do not edit papers. Rather, they provide feedback on the organization, argument, and expression of student writing.

Contact Us

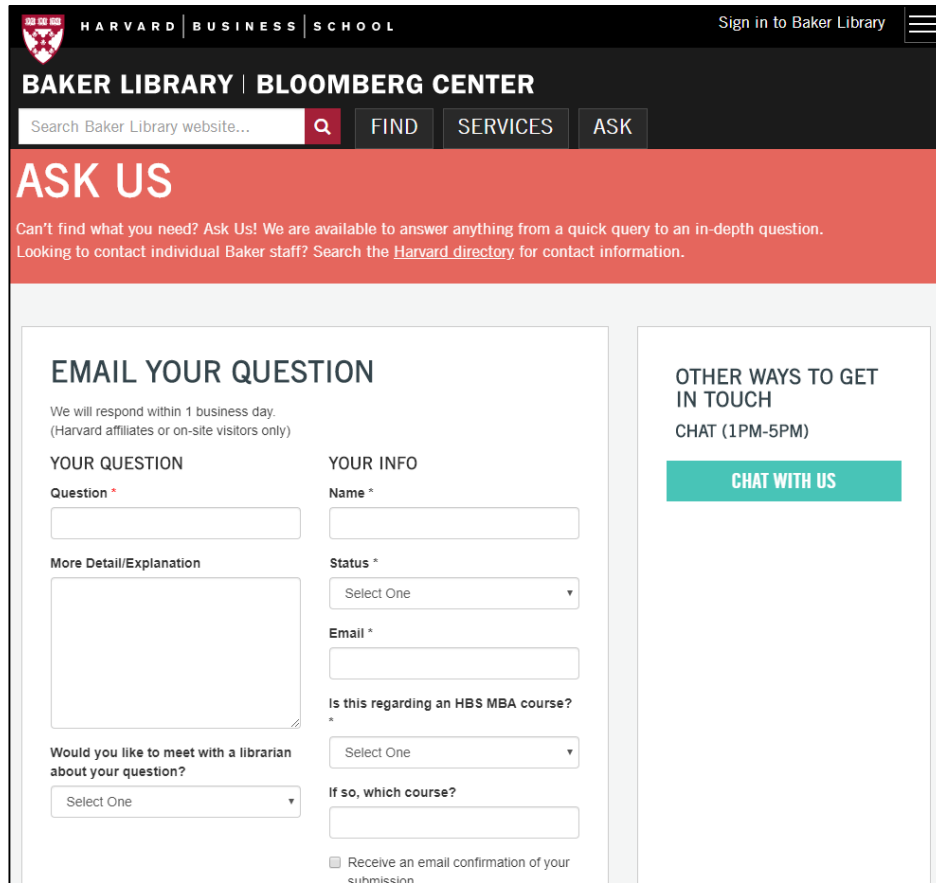
If you are concerned about your case-based writing skills, contact MBA Student & Academic Services, 617-495-6087, sas@hbs.edu. Individual coaching sessions then can be scheduled through a referral to an approved Writing Coach.

Contact Baker Library

infoservices@hbs.edu

617-495-6040

<https://www.library.hbs.edu/Ask-Us>



The screenshot shows the Baker Library website interface. At the top, there is a navigation bar with the Harvard Business School logo and the text "HARVARD | BUSINESS | SCHOOL". To the right of the logo, it says "Sign in to Baker Library" and there is a hamburger menu icon. Below the navigation bar, the page title is "BAKER LIBRARY | BLOOMBERG CENTER". There is a search bar with the placeholder text "Search Baker Library website..." and a magnifying glass icon. To the right of the search bar are three buttons: "FIND", "SERVICES", and "ASK". Below the search bar is a red banner with the text "ASK US" in large white letters. Underneath the banner, there is a paragraph of text: "Can't find what you need? Ask Us! We are available to answer anything from a quick query to an in-depth question. Looking to contact individual Baker staff? Search the [Harvard directory](#) for contact information." Below this text is a form titled "EMAIL YOUR QUESTION". The form is divided into two columns: "YOUR QUESTION" and "YOUR INFO". In the "YOUR QUESTION" column, there is a "Question *" field with a text input box, a "More Detail/Explanation" field with a larger text area, and a "Would you like to meet with a librarian about your question?" field with a dropdown menu. In the "YOUR INFO" column, there is a "Name *" field with a text input box, a "Status *" field with a dropdown menu, an "Email *" field with a text input box, an "Is this regarding an HBS MBA course?" field with a dropdown menu, and an "If so, which course?" field with a text input box. At the bottom of the form, there is a checkbox labeled "Receive an email confirmation of your submission". To the right of the form is a section titled "OTHER WAYS TO GET IN TOUCH" with the text "CHAT (1PM-5PM)" and a green button labeled "CHAT WITH US".

Thank you.

Questions?