

Harvard (Lancaster University Library) Referencing Guide

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What is referencing?

When you write your assignment, you are required to refer to the work of other authors to strengthen your argument and provide evidence for the points you want to make. Each time you do so, it is necessary to identify their work by making reference to them in your own written work. This practice of acknowledging authors is known as 'referencing'.

References must be provided whenever you use someone else's views, theories, data or organisation of material. You may need to reference a range of different sources of information, for example from books, journal articles, videos, websites, images, computers and any other print or electronic sources.

Why reference?

Acknowledging the work of others in your writing is good academic practice. Referencing also shows the breadth of your research, allows the reader to consult your sources and verify your data, and helps to avoid plagiarism and the penalties involved.

Steps involved in Harvard referencing

There are two forms of reference required in the Harvard method of referencing:

- **In-text citation**, i.e. where you refer to the work or ideas of another individual or organisation and indicate this source at the relevant point in the body of your writing. An in-text citation will require brief details, including the name of the author, year of publication and potentially a page number. Fuller details should be provided in your reference list later in your assignment.
- **Full reference in reference list**, i.e. the full publication details for sources used, arranged alphabetically by author name or organisation name in a list provided towards the end of your assignment.

How to cite sources within the text

An in-text citation is required if you paraphrase (use someone else's ideas in your own words), summarise (use a brief account of someone else's ideas), quote (use someone else's exact words) or copy (use someone else's figures, tables or structure). When citing references within the text of an assignment, you need to include the author's surname/family name or organisation name, the year of publication and potentially a page number.

Example of an in-text citation when paraphrasing an idea:

As Cottrell (2011) suggests, it is important to appreciate the difficulties that students can sometimes face when trying to order their thoughts in a more reasoned and logical way. Consequently, critical thinking is a skill which may have to be developed over a long period of time, and which will require a great deal of practice to fully grasp (Foundation for Critical Thinking, 2013).

N.B – notice how you can use in-text citations in different ways depending on whether you want the emphasis on the author (the first in-text citation above) or whether you want the emphasis on the idea (the second in-text citation).

Example of an in-text citation when using a direct quote from a source:

Critical thinking is argued to be the skill "to make careful judgements about information and to evaluate its quality" (Drew and Bingham, 2001, p. 282).

N.B – notice that with a direct quotation you need to use double quotation marks and, where possible, you must include the page number so that your quotation can be verified.

How to cite works with two authors

When a book or other source you want to cite has two authors, cite both authors.

Example:

*Drew and Bingham (2001) explained that ... **OR** Research has found that ... (Drew and Bingham, 2001)*

How to cite three or more authors

If there are three or more authors, cite the first author only followed by 'et al.' (from the Latin meaning 'and others').

Harris et al. (2006) have argued that ... **OR** *It has been argued that ... (Harris et al., 2006)*

In your reference list, you should list all authors shown, and you should list these in the same order they appear on the publication.

Example:

Harris, A., Robinson, K., Smith, P. & Turner, G. (2006) *Management skills*. Oxford: Oxford University Press.

How to cite multiple publications by the same author/s in the same year

There may be times when you have to cite two publications by an author published in the same year. To do this, you need to distinguish between the items in the text and the reference list by allocating letters.

Example:

The results of the survey showed that the standard of living was higher in the coastal regions (Williams, 2004a). Further research revealed that employment figures were also higher (Williams, 2004b).

In your reference list, the publications would be shown as:

Williams, A. (2004a) *Survey of living standards in the coastal regions*. London: Survey Press.

Williams, A. (2004b) *Employment figures for the coastal regions*. London: Survey Press.

How to include multiple citations in your text

If you need to cite multiple sources in a sentence, then you can put them all in brackets, separated by a semi-colon:

Example:

(Kyenti, 2019; Smith et al. 2020; Townes and Brown, 2018).

How to cite when information is missing

There are a number of strategies you can use when you have missing information in your references.

1. No date

The date is often difficult to find on web-based material. If no date is available, use n.d.

Example:

E.g. (Sword, n.d.)

Full reference in referencing list:

Sword, H. (n.d.) *The writing base*. Available at: <https://writersdiet.com/base/> [Accessed 19 July 2021].

2. No Author

If you can't find the name of a person as the author, it is likely that there will be an organisation that you can use instead. In this case use the organisation's name as the author.

Example:

(Royal Literary Fund, 2018)

Full reference in referencing list:

Royal Literary Fund (2018) *Writing Essays*. Available at: <https://www.rlf.org.uk/resources/writing-essays/> [Accessed 10 June 2015].

In the rare cases where there is no person or organisation that can be used as an author, consider carefully whether the source is suitable for an academic assignment. If you still want to reference it, then you can use the title of the work in place of the author.

3. Missing title

If there is no title present, then you can describe the work in square brackets instead of the title.

4. Publishing information

If you are struggling to find the publishing information of a book, such as the place of publication or the publisher, check OneSearch, the library catalogue. You can also find publishing information on the websites of book sellers, publishers and other libraries.

How to cite unpublished sources

The publication of a source is usually a strong indication of the source's validity. However, there may be occasion when you want to cite unpublished materials. You can indicate this by adding

‘unpublished’ at the end of the full reference, particularly if it is not apparent from the reference that the source is unpublished.

Some types of unpublished sources, including letters and diaries may have additional information available that you should include within your full reference. For example, if you are citing an unpublished document from within an archive or collection you should include this information. The example below is a correspondence.

Example:

Rigby, G. (1637). Rigby to H. Sherbourne, 13 July [Letter]. Held at: The Peele Collection of Letters, Lancashire Record Office. DDKE9201.

How to cite a secondary source

This is when you are citing the work of an author which is mentioned in a book or journal article by another author. You should always try to read the original work where possible, but if not, you must make it clear that you have not read the original work by using the phrase ‘cited in’ and then include the reference for the source from which the information is taken.

Within the text you would present this as follows:

There have been many in-depth comparisons (Kazmer and Xie, 2008 cited in Robson, 2011)...

In the reference list, you would provide the full reference for Robson’s (2011) work, not Kazmer and Xie’s (2008) work.

How to cite legal materials

Legislation - Acts of Parliament

Cite the full short title of the act including the year. Note that there is no need to repeat the year:

Key legislation provides for ... (Human Rights Act 1998)

Legislation - Statutory Instruments

Cite the full title of the SI. Again, there is no need to repeat the year:

Consumer legislation requires ... (The Consumer Protection (Distance Selling) Regulations 2000)

Law reports

The first time you mention a case, cite the title of the case, i.e. the parties involved, and the year:

In a recent case (Tillman v Egon Zehnder Ltd, 2020), it was noted that ...

The judgment in the case of McCausland v Duncan Lawrie (1997) showed ...

Avoiding over-citation

Over-citation, for example using the same citation in multiple sentences when the topic and source have not changed, can be distracting to the reader and is not necessary.

It is best practice when citing the same source throughout a single paragraph to cite it in the first sentence where it is used, and while the source remains clear and unchanged i.e. you don't refer to another source, do not repeat the citation. However, although the citation is not repeated it must be clear from the context of that writing that the same source is being used.

How to reference sources in your reference list

A reference list contains details only of those works cited in the text. If sources are included in the list of references but are not cited in the text then this type of list is called a 'bibliography'. Most assignments require a reference list, not a bibliography (check your assignment/module guidance). The reference list is arranged alphabetically by author or organisation name. It is recommended to include a space between each reference, and there is no need to number or use bullet points.

Books and E-books

Print book required elements:

Family name of author, Initials. Year (in brackets) *Title of book* (in italics). Place of publication: publisher.

Examples:

Book with a single author

Oliver, D. (2003) *Constitutional reform in the United Kingdom*. Oxford: Oxford University Press.

Book with multiple authors

Slapper, G. & Kelly, D. (2006) *The English legal system*. London: Cavendish.

Book with multiple editors

Sullivan, D. H. & Fidell, E. R. (eds.) (2002) *Evolving military justice*. Annapolis: Naval Institute Press.

Book with multiple editions

Cruttenden, A. (2014) *Gimson's pronunciation of English*. 8th ed. Abingdon: Routledge.

Chapter from an edited book

Newnham, P. (2021) Transforming lives: Social class and information literacy. In: Aston, S. & Walsh, A. (eds), *Library Pedagogies: Personal reflections from library practitioners*. Wakefield: Innovative Libraries.

E-Book required elements:

Required elements are the same as for a print book with the addition of [Online], [the date accessed] and the link to the URL.

Family name of author, Initials. Year (in brackets) *Title of book* (in italics). [Online]. Place of publication: Publisher. [Accessed 8th July 2021]. Available at: URL

Examples:

Kukol, A. (ed.) (2008) *Molecular modelling of proteins*. [Online]. Totowa, NJ: Humana Press. [Accessed 20th July 2021]. Available at: <http://link.springer.com/book/10.1007%2F978-1-59745-177-2>

Jin, L. and Cortazzi, M. (2013) *Researching Cultures of Learning: International Perspectives on Language Learning and Education*. [Online]. London: Palgrave Macmillan UK. [Accessed 21 July 2021] Available at: <https://ebookcentral.proquest.com/lib/lancaster/detail.action?docID=4329284>.

Journal Articles

NB: the page numbers you need to include in the reference list are the **page range** of the article (not the pages you may have referred to in the in-text citation).

Print journal article required elements:

Family name of author, Initials. Year (in brackets) Title of article. *Full Title of Journal* (in italics), Volume number (Issue number), page number(s).

Example:

Day, D. (2011) Kinship and community in Victorian London. *History Workshop Journal*, 71(1), 194-218.

Electronic journal article required elements:

Family name of author, Initials. Year (in brackets) Title of article. *Full Title of Journal* (in italics), Volume number (Issue number), page number(s). DOI (digital object identifier) if available.

Example of a journal article with one author:

Stickley, A. (2011) Providing a law degree for the “real world”. *The Law Teacher*, 45(1), 63-86.

Example of a journal article with several authors and a DOI:

Kodama, T., Bard-Chapeau, E. A., Newberg, J. Y., Kodama, M., Rangel, R., Yoshihara, K., Ward, J. M., Jenkins, N. A. & Copeland, N. G. (2016) Two-step forward genetic screen in mice identifies Ral GTPase-activating proteins as suppressors of hepatocellular carcinoma. *Gastroenterology*, 151(2), 324-337. 10.1053/j.gastro.2016.04.040

Reports

Print report required elements:

Author/Organisation Year (in brackets) *Full title of report* (in italics). Place: Publisher.

Example:

Department of Health (2001) *National service framework for older people*. London: Department of Health.

Online report required elements:

Author/Organisation Year (in brackets) *Full title of report* (in italics). [medium, e.g. pdf] Place: Publisher. Available at: URL [Accessed date].

Example:

Department of Health (2001) *National service framework for older people*. [pdf] London: Department of Health. Available at: http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/documents/digitalasset/dh_4071283.pdf [Accessed 12 September 2011].

Financial reports, market reports or statistics from specialist databases

Follow the same format as for an online report (above) and include the name of the database, e.g. Statista, Marketline, FAME.

Required elements:

Author/Organisation Year (in brackets) *Full title* (in italics). Database, e.g. Statista. Available at: URL [Accessed date].

Examples:

IDC (2021) *Global smartphone market share from 4th quarter 2009 to 1st quarter 2021 (by vendor)*. Statista. Available at: <https://www-statista-com.ezproxy.lancs.ac.uk/statistics/271496/global-market-share-held-by-smartphone-vendors-since-4th-quarter-2009/> [Accessed: July 12, 2021].

Bureau van Dijk (2021) *Company report: Key information: Vodaphone*. FAME. Available at: [Fame | The definitive source of information on companies in the UK and Ireland | BvD \(lancs.ac.uk\)](#) [Accessed: July 12, 2021]

Newspaper articles

Print newspaper article required elements:

Family name of author, Initials. Year (in brackets) Title of article or column header. *Full Title of Newspaper* (in italics), day and month, page numbers.

Example:

Slapper, G. (2005) Corporate manslaughter: new issues for lawyers. *The Times*, 3 Sep. p.4.

Online newspaper article required elements:

If the name of the journalist or writer is shown, start with this. If not, start with the name of the online newspaper website. Give the title and date of the item or article, and, as for other online sources, the URL address where the article is available and the date you accessed it.

Examples:

Woolcock, N. (2018) Sit more exams to beat stress, schools minister Nick Gibb tells GCSE pupils. *Times Online*, 8 Feb. Available at: <https://www.thetimes.co.uk/edition/news/sit-more-exams-to-beat-stress-schools-minister-nick-gibb-tells-gcse-pupils-63n02jt8d> [Accessed 8 February 2018].

The Economist (2006) Mini-grids may be the best way to illuminate the “bottom billion”. 24 Jul. Available at: <https://www.economist.com/leaders/2018/07/12/mini-grids-may-be-the-best-way-to-illuminate-the-bottom-billion> [Accessed 18 July 2018].

Conference papers

Required elements:

Family name of author, Initials. Year (in brackets) *Full title of conference paper* (in italics). ‘Unpublished paper presented at the’ Full title of conference. Location, Date.

Example:

Johnston, K. R. (1989). *From revolution to revelation: Wordsworth's five year plan, 1793-1798*. Unpublished paper presented at the International Conference on Romanticism and Revolution. University of Lancaster, July 5-8, 1989.

Blog

Required elements:

Family name of author, Initials. Year (in brackets) Title of blog (in italics). Available at: URL [Accessed date].

Example:

Beaumont, R. (2017) *Making group-work work*. Available at: <http://wp.lancs.ac.uk/studyblog/2017/05/26/making-group-work-work/> [Accessed 12 February 2018].

Lecture

Check with your lecturer before referencing content from your lectures. When writing an assignment you are expected to read more widely and go beyond your lectures for your source material.

Required elements:

Family name of lecturer, Initials. Year (in brackets). *Lecture title* (in italics). MODULE CODE Title of module. Date, teaching organisation.

Example:

Robin, S.A. (2021) *Objects: dynamics of display*. HIST141 Historical sources and their contexts. 24 March, Lancaster University.

Visiting speaker

Required elements (depending on the information you have):

Family name of speaker, Initials. OR Name of company/organisation Year (in brackets) Title of presentation (if applicable). Visiting speaker/presentation for Module Code: Module Title. Date of visit. Name of Institution.

Examples:

Robinson, M. (2011) Starting Out. Presentation for Module INEB603: Understanding Innovation. Jan 25. Greentown University Management School.

or

Escendency (2011) Starting Out. Presentation for Module INEB603: Understanding Innovation. Jan 25. Greentown University Management School.

or

Bloggs, J. (2011) Visiting speaker for Module INEB603: Understanding Innovation.

Mar 27. Greentown University Management School.

Interview

In-person interviews

Only include the name of the person interviewed if they have given permission, e.g. for public interviews. For confidential research interviews, check with your tutor to decide the most appropriate way to include information anonymously.

Required elements:

Family name, Initials of person interviewed. (Year of interview) *Title of the interview (if any)*. Interview by/ with interviewer's First name Family name [virtual medium if appropriate] Day Month of interview, place of interview if not online.

Examples:

Hurst, E. (2021) *Experiences of working from home*. Interview by Peter Griffiths [Microsoft Teams], 27 July.

Menendes, L. (2021) Interview with Stuart Yoxall. 2 August, London.

Published or broadcast interviews

Required elements:

Family name, Initials of person interviewed. (Year of interview) 'Title of the interview (if any)'. Interview by/ with interviewer's First name Family name. *Title of publication or programme and broadcaster*. Day Month of publication or broadcast, page numbers if present. Available at: URL if online. [Accessed date]

Examples:

Olusoga, D. (2021) 'My job is to be a historian. It's not to make people feel good'. Interview by Aamna Mohdin, *The Guardian*, 7 Jun, p.6.

Olusoga, D. (2021) 'My job is to be a historian. It's not to make people feel good'. Interview by Aamna Mohdin, *The Guardian*, 7 Jun. Available at: <https://www.theguardian.com/culture/2021/jun/07/david-olusoga-race-reality-historian-black-britishness> [Accessed 27 July 2021].

Visit to company/organisation

Required elements (depending on the information you have):

Family name of speaker, Initials. if known OR Name of organisation Year (in brackets) Class visit to name of company/organisation, place, for Module Code: Module Title. Date of visit. Name of institution.

Example:

Lancaster Brewery (2018) Class visit to Lancaster Brewery, Lancaster, for Module ENSI506: Internationalisation and New Technologies. Jan 21. Lancaster University Management School.

(Use the personal name of the company/organisation member who spoke to you if possible at the beginning of the reference.)

Thesis or dissertation

Required elements for print thesis or dissertation:

Family name of author, Initials. Year (in brackets) Title of dissertation /thesis (in italics). Level. Official name of University.

Example:

Casey, S. (2012) *Drawing the delicate*. PhD. Lancaster University.

Required elements for digitised thesis or dissertation:

Family name of author, Initials. Year (in brackets) Title of dissertation/thesis (in italics). Level. Official name of University. Available at: URL [Accessed date]

Example:

Mutton, R. (2021) *Performing Gendered Extremism: A gender comparative analysis of women's roles within violent extremist groups*. PhD. Lancaster University. Available at: <https://eprints.lancs.ac.uk/id/eprint/154827> [Accessed 21 July 2021]

YouTube Video or similar

Required elements

Name of person/organisation posting video Year video was posted (in brackets) *Title of video* (in italics). Available at: full URL [Accessed date].

Example:

Speakfirst (2009) *Presentation skills – how to improve your presentations*. Available at: <https://www.youtube.com/watch?v=bt8YFCveNpY> [Accessed 9 February 2018].

Government or parliamentary publications

Required elements

Family name of author, Initials. Or organisation sponsoring the publication Year (in brackets)
Title of publication (in italics). Place of publication: publisher.

Example:

Office for National Statistics (2000) *Standard occupational classification volume 2: the coding index*. London: The Stationery Office.

Legal materials

Legislation – Acts of Parliament

Required elements:

Short title (in italics). Chapter number (in brackets). Place of publication: Publisher.

Example:

Human Rights Act 1988. (c.30). London: The Stationery Office.

Alternative for an act found online on a freely available website, ie not on Westlaw or LexisLibrary:

Short title (in italics). Chapter number (in brackets). Available at: URL. [Access date].

Example:

Human Rights Act 1998. (c. 42). Available at:
<https://www.legislation.gov.uk/ukpga/1998/42/contents> [Accessed 4 August 2020].

Legislation – Statutory instruments

Required elements:

Title (in italics). (SI Year/running number). Place of publication: Publisher.

Example:

The Consumer Protection (Distance Selling) Regulations 2000. (SI 2000/2334). London:
The Stationery Office.

Law reports (cases)

Required elements:

Parties in the case. (Year) *Law report title* (in italics), volume, pages.

Example:

Carlill v Carbolic Smokeball Co. (1893) *Law Reports: Queen's Bench Division*, 1, 256-275.

Note that this differs from a standard legal/OSCOLA style citation used in the Law School: [1893] 1 QB 256.

Arts and media materials

Audio works

Required elements

Family name of creator, Initials. Year (in brackets) *Title* (in italics). [Item type]. Other creatives' role and name. Location: Distributor.

Example:

Fauré, G. (1994) *Requiem*. [CD]. Soprano, Beckley, L., Bass-Baritone, Gedge, N., Schola Cantorum of Oxford, Oxford Camerata & Conductor, Summerly, J. UK: Naxos.

Broadcasts

Required elements

Family name of Producer, Initials. (Prod.) Date (in brackets) *Title* (in italics). [Item type]. Other creatives' role and name. Location: Network name.

Example:

Campbell, E. (Prod.) (2020, 12 May) *Costing the earth*. [Radio Broadcast]. Presenter, Graham, C. London: Radio 4.

Exhibitions

Required elements

Organisation, Date (in brackets) *Title* (in italics). [Item type]. Location: Gallery/Museum name. [Date viewed]

Example:

Leeds Art Gallery (2020) *Staged grand Guignol: surrealism and beyond*. [Exhibition]. Leeds: Leeds Art Gallery. [Viewed 23 February 2020].

Films/DVDs

Required elements

Family name of Director, Initials (Dir.) Year (in brackets) *Title* (in italics). [Item type]. Other creatives' role and name. Location: Distributor.

Example:

Loach, K. (Dir.) (2017) *I, Daniel Blake*. [Motion Picture]. Screenplay, Laverty, P. London:

Entertainment One.

Installations

Required elements:

Family name of creator, Initials. Date first mounted (in brackets). *Title* (in italics). [Item type].

Location: Gallery/Museum name.

Example:

Kusama, Y. (2021) *Step into infinite space* [Installation]. London: Tate Modern.

Performances

Required elements:

Family name of creator, Initials. (Role abbreviation) Date (in brackets) *Title* (in italics). [Item type]. Other creatives' name and role. Location: Theatre/venue name. [Date viewed]

Example:

Cranko, J., (Chor.) (2020 [1965]) *Onegin*. [Ballet performance]. Tchaikovsky, P. I., Music & Rose, J., Designer. London: Royal Ballet at Royal Opera House. [Viewed 18 January 2020].

Physical artworks – paintings

Required elements:

Family name of creator, Initials. Date (in brackets) *Title* (in italics). [Item type]. Size. Location: Gallery/Museum name.

Example:

Botticelli, S. (1485-6) *The birth of Venus*. [Painting]. 1725 x 2785 mm. Florence: Uffizi.

Physical artworks – sculpture

Required elements:

Family name of creator, Initials. Date (in brackets) *Title* (in italics). [Item type]. Location: Gallery/Museum name.

Example:

Hepworth, B. (1927) *Mother and child*. [Sculpture]. Toronto: Art Gallery of Ontario.

Translated sources

You should always reference the version of the source you have read. If you read a translated version of a text, reference the translated version and not the source written in the original language.

Required elements:

Family name of author, Initials. Year (in brackets) *Title of book* (in italics). Translated by Initial and Family name of translator. Place of publication: Publisher.

Example:

Baudelaire, C. (2008) *The flowers of evil*. Translated by J. McGowan. Oxford: Oxford University Press.

Sources published in languages other than English

If you want to make significant use of sources that are not written or accessible in English, in most disciplines you must discuss this with your tutor or supervisor first. If permission is given, then reference the exact text used, in the same style as you would reference English language material.

Example:

Boia, L. (1999) *Pour une histoire de l'imaginaire*. Paris: Editions du Cerf.

If you use a source written in non-Latin characters, such as Greek or Arabic, you should transliterate the characters into the English alphabet. Transliteration to English changes the letters from the original language into similar-sounding characters of the English alphabet.

The original text in Greek: Αργυροπούλου, Χ. (2006) Η γυναίκα στην εκπαίδευση και η εκπαιδευτικός μέσα από λογοτεχνικά κείμενα. *Επιθεώρηση εκπαιδευτικών θεμάτων*, 16, 20-35.

Your reference: Argiripoulou, H. (2006). I gunaika stin ekpaideusi kai i ekpaideutikos mesa apo logotexnika keimena. *Epitheorisi Ekpaideutikon Thematon*, 16, 20-35.

You should only include the transliteration in your reference list or bibliography.

Chinese, Japanese, Korean and Thai do not follow this rule. When referencing sources written in Chinese, Japanese, Korean or Thai, you should first transliterate the details into English characters. For your reference you will then include the original author name and the

title of the source in the original language, as well as the English transliteration.

Paraphrasing

Most pieces of writing you do at university will expect you to refer to other sources as evidence to support and justify the points that you make. One of the main ways to use sources in your writing is to paraphrase the relevant information you want to include. Paraphrasing means using information from a source and putting it into your own words and showing your interpretation of the information. It is not just changing a few words in a sentence from the original text, and it must still have a citation including the author's surname or the name of the organisation plus the year it was published. You do not have to include a page number unless you are paraphrasing or summarising an idea from a particular page.

Here is an example of poor paraphrasing compared with a more acceptable version. The extract is taken from: Callanan, G. A. & Tomkowicz, S. M. (2011) Legal yes, ethical no: using the case of debit card overdraft fees as a business ethics teaching tool. *Journal of the Academy of Business Education*, 12, 85-100.

Original extract:

This simultaneous attention to profit maximization on the one hand and the ethical expectations of society on the other creates a conflict that organizations confront on a daily basis. In this sense, organizations are pulled in two different directions; actions that allow for profit maximization, even if they are legal, could be questionable from an ethics standpoint and thereby fail to satisfy the expectations of society (pp. 85-86).

Unacceptable paraphrase, i.e. plagiarism:

This immediate consideration to profit maximization on the one hand and the moral expectations of society on the other creates a struggle that organizations confront on a regular basis. Therefore, organizations are pulled in two different directions; activities that allow for profit expansion, even if they are lawful, could be disputed from an ethics standpoint and thereby fail to fulfil the expectations of society.

This paraphrase is too close to the original and does not cite the source.

Acceptable paraphrase:

Callanan and Tomkowicz (2011, pp. 85-86) have argued that the ethical expectations of society and the attention placed on profit maximisation create a struggle for most organisations, which they have to deal with every day; organisations are often pulled in two opposing directions, one being the actions which will maximise profit and the other being the expectations of society.

This paraphrase cites the source and the student uses their own words.

More information and support

Referencing

For more information about referencing, including the Harvard referencing system, try these two books, which are available in the Library:

[Cite them right: the essential referencing guide](#) (11th edition) by Richard Pears and Graham J. Shields.

[The complete guide to referencing and avoiding plagiarism](#) (3rd edition) by Colin Neville.

Please note that the formatting of Harvard in these books varies slightly from the recommended Lancaster University Library style.

Paraphrasing and avoiding plagiarism

For more information about paraphrasing and avoiding plagiarism, please speak to the Learning Development team or the Faculty Librarian in your Faculty or explore the interactive online resources on the [Library and Learning Development website](#) and Moodle sites