

## How to Write a 1<sup>st</sup> Class Paper

Jeroen Loos–Publisher Economics, Elsevier University of Mannheim 11 October 2011

# Outline

- University of Mannheim
- Elsevier
- How to Write a 1<sup>st</sup> Class Paper
  - 1. Before you begin
  - 2. Select your audience & choose the right journal
  - 3. Prepare your manuscript
  - 4. The review process
- What not to do...



# **Outline**

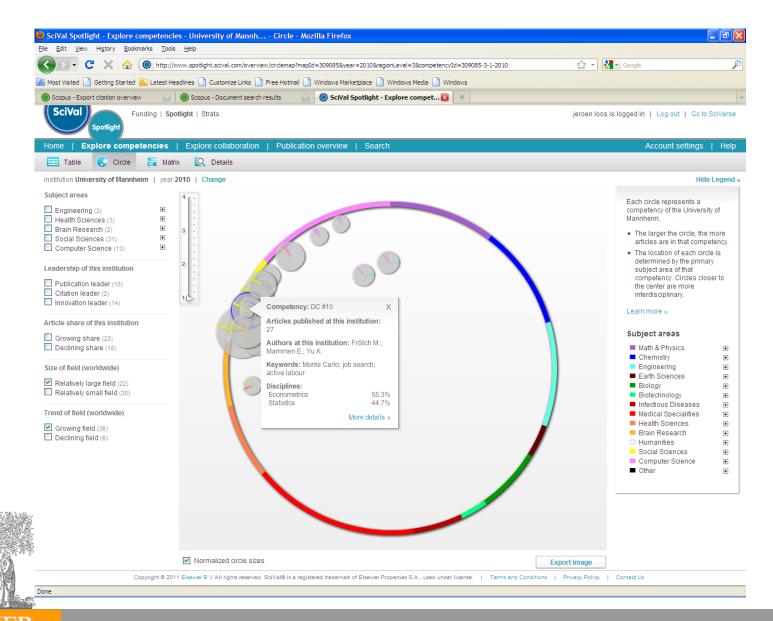
University of Mannheim

Elsevier

- How to get Published
  - 1. Before you begin
  - 2. Select your audience & choose the right journal
  - 3. Prepare your manuscript
  - 4. The review process
- What not to do...



#### **University of Mannheim – Research Competencies**



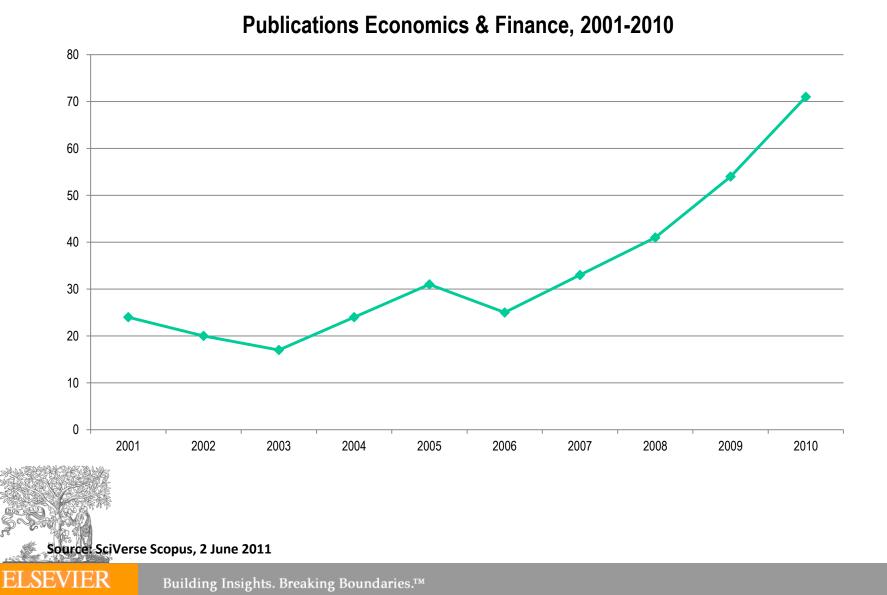
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#### **University of Mannheim – An Overview – All subjects**

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Bernerik			15.7% 13.0%
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Authors	1,140		
Web results Patent results	27 187		6.5%
Sources	220 Lecture Notes in Computer Science Including Subseries	12.3% 7.8%	
Sources		10.4% 7.9%	
	56       Kolner Zeitschrift Fur Soziologie Und Sozialpsychologie         44       Proceedings of SPIE the International Society for Optical Engineering         21       Society for Optical Engineering		
			Social Sciences
	31 Geographische Rundschau		Computer Science
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	Universität Heidelberg	<b>1</b> 137	Medicine
	Universität Bonn	·····································	Business, Management and Ac
	Universität Tübingen	■ 46	Biochemistry, Genetics and
	Humboldt-Universität zu Berlin	••• •• ••• ••	Physics and Astronomy
	Centre for Economic Policy Research, London	<b>I</b> 43	Other
	Johann Wolfgang Goethe Universität Frankfurt am Main	■ 39	
	Heinrich Heine Universität	■ 39	
	Ludwig-Maximilians-Universität München	37	
	Universität des Saarlandes	<b>1</b> 37	
	Universität Erlangen-Nürnberg	<b>1</b> 36	
	Universität Zürich	<b>1</b> 36	

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#### **University of Mannheim – Economics & Finance**



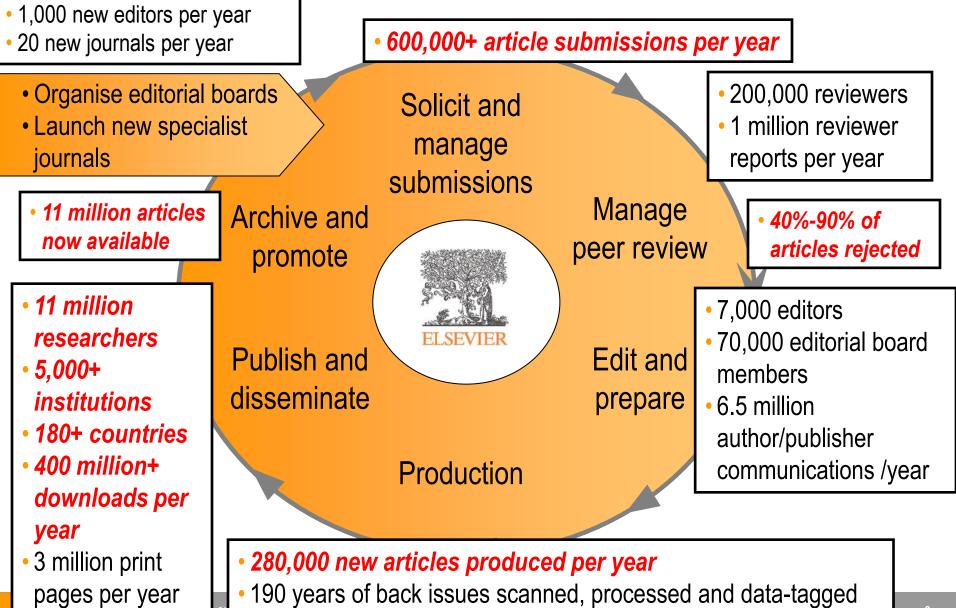
# Top Publication Output Economics & Finance, 2006 - 2010

	Number of Articles	Number of Citations
Journal of Marketing	:	11 271
International Journal of Production Economics		9 36
Journal of the Academy of Marketing Science		6 7
Economic Journal		6 28
Journal of Banking and Finance		6 27
Judgment and Decision Making		5 37
Labour Economics		5 12
Journal of Econometrics		5 33
Public Choice		5 12
Jahrbucher fur Nationalokonomie und Statistik		4 1
Applied Economics		4 31
European Economic Review		4 12
Econometrica		4 20
Journal of the Royal Statistical Society. Series A: Statistics in Society		3 6
Theory and Decision		3 0
International Journal of Industrial Organization		3 22
Journal of Population Economics		3 4
Econometric Theory		3 5
Journal of Economic Behavior and Organization		3 2
Journal of Financial Econometrics		3 33
American Economic Review		3 38

Source: SciVerse Scopus, 10 October 2011



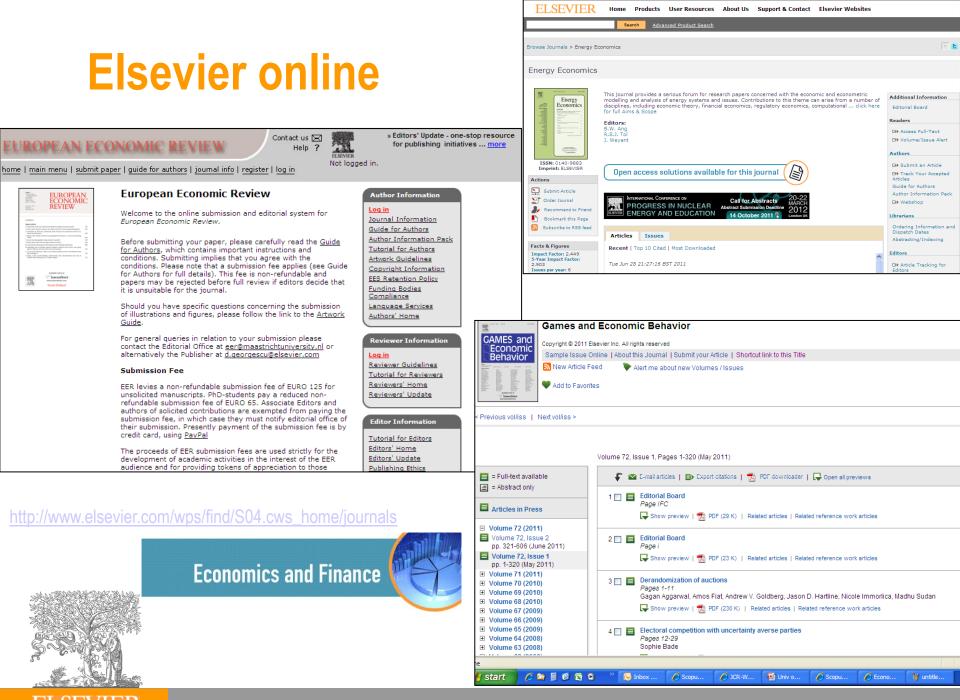
# **Elsevier Journal publishing volume**



#### **Examples of Elsevier Economics & Finance titles**



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# **Outline**

- University of Mannheim
- Elsevier

#### How to get Published

- 1. Before you begin
- 2. Select your audience & choose the right journal
- 3. Prepare your manuscript
- 4. The review process





# 1. Before you begin:



#### Your personal reasons for publishing:



Get funding? Get promoted? PhD degree? ???

- However, editors, reviewers, and the research community don't consider these reasons when assessing your work.

Always keep in mind that your paper is your passport to your community so:

> What is it that distinguishes an excellent article from a poor one?



# Determine if you are ready to publish

# You should consider publishing if you have information that advances understanding in a certain scientific field

This could be in the form of:

- Presenting new, original results or methods
- Rationalizing, refining, or reinterpreting published results
- Reviewing or summarizing a particular subject or field



# What is a strong manuscript?

- Has a novel, clear, useful, and exciting message
- Presented and constructed in a logical manner
- Reviewers and editors can grasp the scientific significance <u>easily</u>

Editors and reviewers are all busy scientists – make things easy to save their time



# Type of your manuscript?

- Full articles/Original articles;
- Letters/Rapid Communications/Short communications;
- Review papers/perspectives
- Self-evaluate your work: Is it sufficient for a full article? Or are your results so thrilling that they need to be shown as soon as possible?
- Ask your supervisor and colleagues for advice on manuscript type. Sometimes outsiders see things more clearly than you.



# 2. Select your audience & choose the right journal



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# Identify the right audience for your paper

- Identify the sector of readership/community for which a paper is meant
- Identify the interest of your audience
- Is your paper of local or international interest?



# **Choose the right journal**





Top (general) journals Field-specific top journals Other field-specific journals National journals



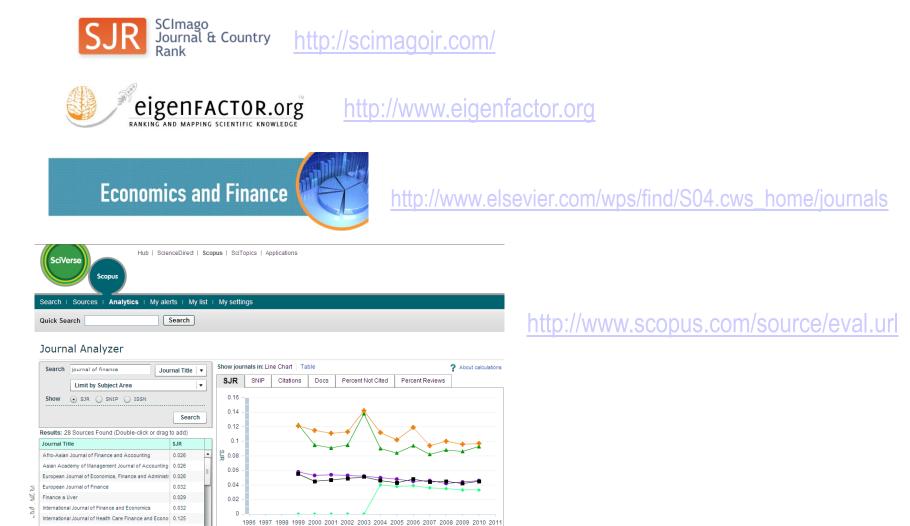
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# **Choose the right journal**

- Ask help from your supervisor or colleagues
  - The supervisor (who is sometimes the corresponding author) has at least co-responsibility for your work. You are encouraged to chase your supervisor if necessary
- Articles in your references will likely lead you to the right journal
- DO NOT gamble by submitting your manuscript to more than one journal at a time.
  - International ethics standards prohibit multiple/simultaneous submissions, and editors DO find out! (Trust us, they DO!)



# **Additional sources & metrics**



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International Journal of Sport Finance

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#### **Impact Factor**

- The number of current citations to articles published in a specific journal in a two year period
  - In 2009 there were <u>200</u> citations to papers published in 2008 and <u>275</u> to papers published in 2007.

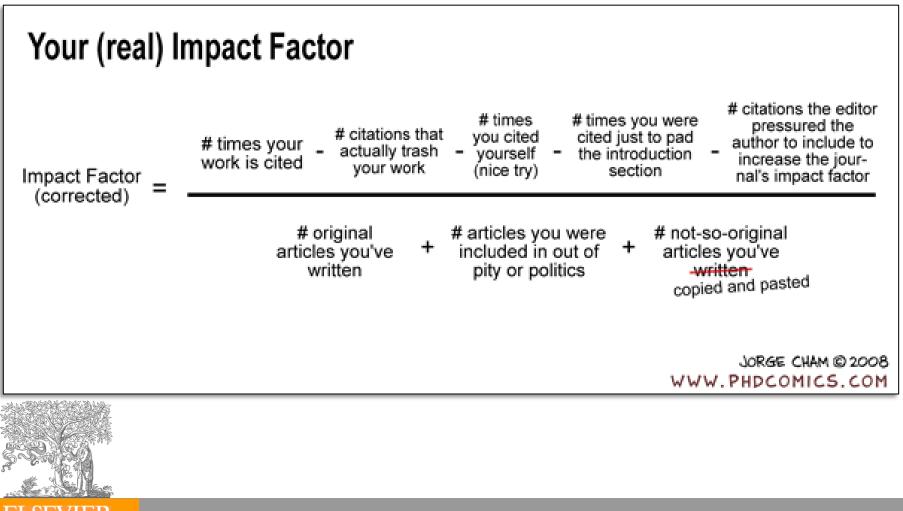
divided by

- The total number of articles published in the same journal in the corresponding two year period.
  - > The journal published <u>180</u> articles in 2007, and <u>205</u> in 2008

Impact factor 2009 for this journal is:

(200+275)/(180+205) = 1.233

# **Alternative calculation of the IF...**



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#### **Elsevier offering:**

- Investigate all candidate journals to find out
  - Aims and scope
  - Accepted types of articles
  - Readership
  - Current hot topics
    - go through the abstracts of recent publications)



# 3. Prepare your manuscript:



#### Read the 'Guide for Authors'! Again and again!

Additional Information

□→ Login to Editorial

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Information

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System.

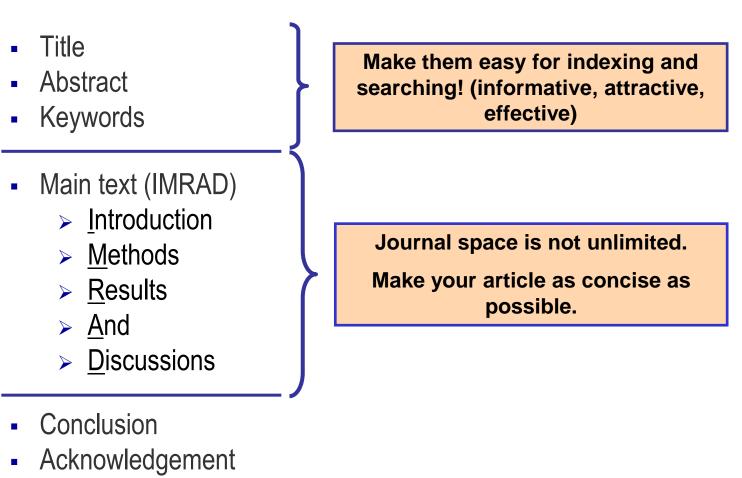
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Readers

- Stick to the Guide for Authors in your manuscript, even in the first draft (text layout, nomenclature, figures & tables, references etc.). In the end it will save you time, and also the editor's.
- Editors (and reviewers) do not like wasting time on poorly prepared manuscripts. It is a sign of disrespect.



#### **General Structure of a Research Article**



- References
- Supplementary Data



## **Scientific Language – Overview**

#### Write with clarity, objectivity, accuracy, and brevity.

- Key to successful scientific writing is to be alert for common errors:
  - Sentence construction
  - Incorrect tenses
  - Inaccurate grammar
  - Not using English

# Check the <u>Guide for Authors</u> of the target journal for language specifications



# Why Is Language Important?

Save your editor and reviewers the trouble of guessing what you mean

**Complaint from an editor:** 

"[This] paper fell well below my threshold. I refuse to spend time trying to understand what the author is trying to say. Besides, I really want to send a message that they can't <u>submit garbage</u> to us and expect us to fix it. My rule of thumb is that if there are more than 6 grammatical errors in the abstract, then <u>I don't waste</u> <u>my time</u> carefully reading the rest."



# Scientific Language – Sentences

- Write direct and <u>short</u> sentences
- <u>One idea</u> or piece of information <u>per sentence</u> is sufficient
- Avoid multiple statements in one sentence



## **Authorship**

- Policies regarding authorship can vary
- One example: the International Committee of Medical Journal Editors ("Vancouver Group") declared that an author must:
  - 1. <u>substantially contribute</u> to conception and design, or acquisition of data, or analysis and interpretation of data;
  - 2. <u>draft</u> the article or <u>revise</u> it critically for important intellectual content; and
  - <u>3. give their approval of the final full version to be published.</u>
  - 4. <u>ALL 3</u> conditions must be fulfilled to be an author!



All others would qualify as "Acknowledged Individuals"



## **Authorship - Order & Abuses**

- General principles for who is listed first
  - First Author
    - Conducts and/or supervises the data generation and analysis and the proper presentation and interpretation of the results
    - Puts paper together and submits the paper to journal
  - Corresponding author
    - The first author or a senior author from the institution
      - Particularly when the first author is a PhD student or postdoc, and may move to another institution soon.
- Abuses to be avoided
- → Gnos
- Ghost Authors: leaving out authors who should be included
  - Gift Authors: including authors who did not contribute significantly

# Title

 A good title should contain the fewest possible words that adequately describe the contents of a paper.

#### Effective titles

- Identify the main issue of the paper
- Begin with the subject of the paper
- > Are accurate, unambiguous, specific, and complete
- Are as short as possible
  - Articles with short, catchy titles are often better cited
- Do not contain rarely-used abbreviations
- Attract readers



#### **Keywords**

- In an "electronic world", keywords determine whether your article is found or not!
- Avoid to make them
  - ▹ too general
  - ▹ too narrow (so that nobody will ever search for it)
- Effective approach:
  - > Look at the keywords of articles relevant to your manuscript
  - Play with these keywords, and see whether they return relevant papers, neither too many nor too few

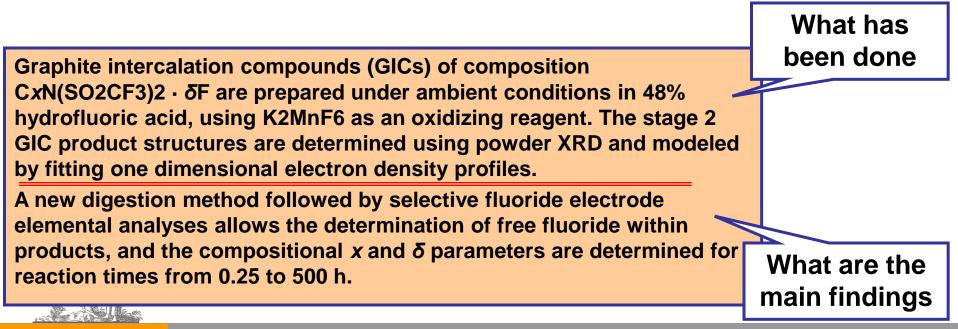




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#### Tell readers what you did and the important findings

- One paragraph (between 50-300 words)
- Advertisement for your article
- A clear abstract will strongly influence if your work is considered further

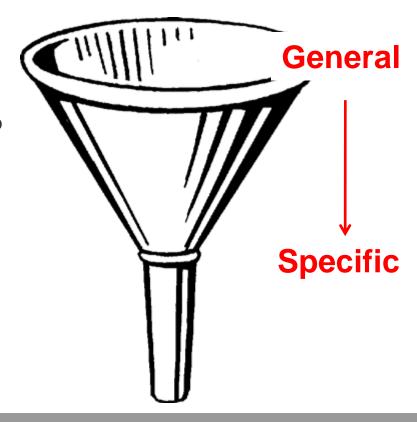


#### Introduction

The place to convince readers that you know why your work is relevant, also for them

#### Answer a series of questions:

- > What is the problem?
- > Are there any existing solutions?
- Which one is the best?
- What is its main limitation?
- > What do you hope to achieve?





### Pay attention to the following

- Before you present your new data, put them into perspective first
- Be brief, it is not a history lesson
- Do not mix introduction, results, discussion and conclusions.
   Keep them separate
- Do not <u>overuse</u> expressions such as "novel", "first time", "first ever", "paradigm shift", etc.
- Cite only relevant references
  - Otherwise the editor and the reviewer may think you don't have a clue what you are writing about

#### **Methods / Experimental**

- Include all important details so that the reader can repeat the work.
  - Details that were previously published can be omitted but a general summary of those experiments should be included
- Avoid adding comments and discussion.
- Write in the past tense
- Consider use of Supplementary Materials
  - Documents, spreadsheets, audio, video, .....



Reviewers will criticize incomplete or incorrect descriptions, and may even recommend rejection

### Results – what have you found?

- The following should be included
  - the main findings
    - Thus not all findings
    - Findings from experiments described in the Methods section
  - Highlight findings that differ from findings in previous publications, and unexpected findings
  - Results of the statistical analysis
  - Figures and tables are the most efficient way to present results but ...



### **Results – Figures and tables**

- Un-crowded plots
  - 3 or 4 data sets per figure; well-selected scales; appropriate axis label size; symbols clear to read; data sets easily distinguishable.
- Each photograph must have a scale marker of professional quality in a corner.
- Text in photos / figures in English
  - > Not in French, German, Chinese, ...
- Use color ONLY when necessary.
- Color must be visible and distinguishable when printed in black & white.
- Do not include long boring tables!

#### **Discussion** – what do the results mean?

- Check for the following:
  - How do your results relate to the original question or objectives outlined in the Introduction section?
  - Do you provide interpretation for each of your results presented?
  - Are your results consistent with what other investigators have reported? Or are there any differences? Why?
  - > Are there any limitations?
  - > Does the discussion logically lead to your conclusion?
- Do not
  - > Make statements that go beyond what the results can support
  - Suddenly introduce new terms or ideas



### Conclusions

- Present global and specific conclusions
- Indicate uses and extensions if appropriate
- Suggest future experiments and indicate whether they are underway
- Do not summarize the paper
  - The abstract is for that purpose
- Avoid judgments about impact



#### Avoid non-quantitative words, if possible

e.g. low/high, extremely, enormous, rapidly, dramatic, massive, considerably, exceedingly, major/minor, ...

#### **Quantitative descriptions are always preferred**



## **References: get them right!**

- Please adhere to the Guide for Authors of the journal
- It is your responsibility, not of the Editor's, to format references correctly!
- Check
  - Referencing style of the journal
  - > The spelling of author names, the year of publication
  - Punctuation use
  - Use of "et al.": "et al." = "and others",
- Avoid citing the following if possible:
  - Personal communications, unpublished observations, manuscripts not yet accepted for publication
    - Editors may ask for such documents for evaluation of the manuscripts



Articles published only in the local language, which are difficult for international readers to find.

### **Supplementary Material**

- Data of secondary importance for the main scientific thrust of the article
- Or data that do not fit into the main body of the article
   > e.g. audio, video, ....
- Not part of the printed article
  - > Will be available online with the published paper
- Must relate to, and support, the article



## **Suggested length of a full article**

- Not the same for all journals, even in the same field
- "...25- 30 pages is the ideal length for a submitted manuscript, including ESSENTIAL data only."
  - > Title page
  - Abstract 1 paragraph
  - Introduction 1.5-2 manuscript pages (double-spaced, 12pt)
  - Methods 2-4 manuscript pages
  - Results and Discussion 10-12 manuscript pages
  - Conclusions 1-2 manuscript pages
  - ➢ Figures 6-8
  - ➤ Tables 1-3
  - References 20-50



• Letters or short communications have a stricter size limitation, e.g. 3,000 words and no more than 5 figures/tables.

### **Abbreviations**

- Abbreviations must be defined on the first use in both abstract and main text.
- Some journals even forbid the use of abbreviations in the abstract.
- Abbreviations that are **firmly established** in the field do not need to be defined, e.g. DNA o.
- Never define an abbreviation of a term that is only used once.
- Avoid acronyms, if possible
  - > Abbreviations that consist of the initial letters of a series of words
  - > Can be typical "lab jargon", incomprehensible to outsiders



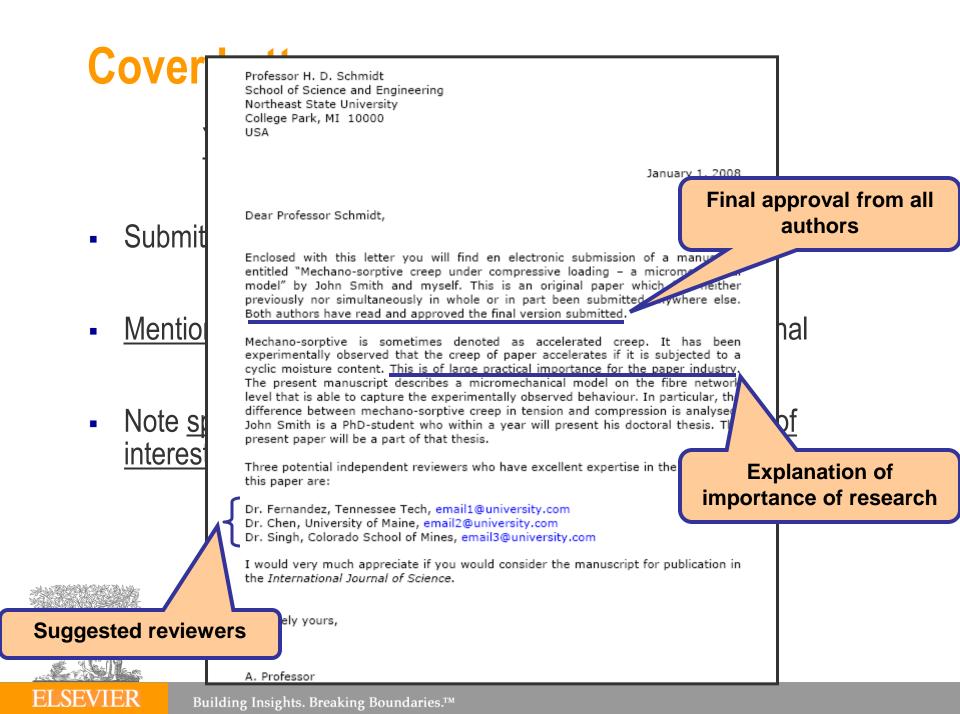
# Make every attempt to make the first submission a success

- No one gets it right the first time!
  - > Write, and re-write ....
- Suggestions
  - After writing a first version, take several days of rest. Come back with a critical, fresh view
  - Ask colleagues and supervisor to review your manuscript. Ask them to be highly critical, and **be open to their suggestions**.

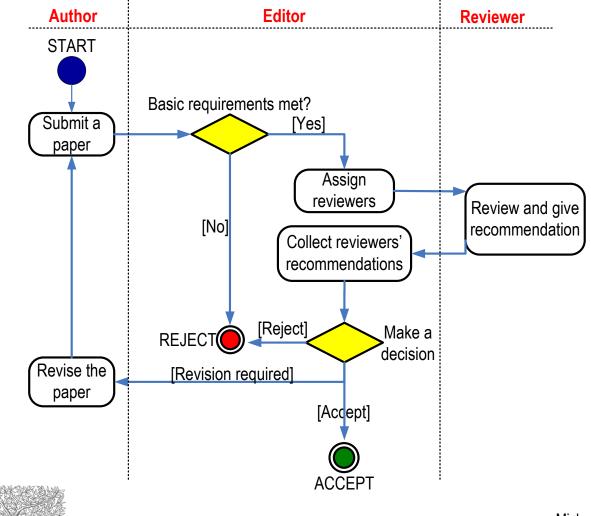


# 4. The review process





#### **The Peer Review Process - Overview**

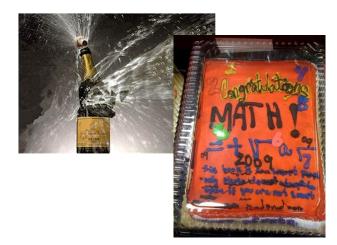


Michael Derntl Basics of Research Paper Writing and Publishing. http://www.pri.univie.ac.at/~derntl/papers/meth-se.pdf

## First Decision: "Accepted" or "Rejected"

#### Accepted

• Very rare, but it happens



- Congratulations!
  - Cake for the department
  - Now wait for page proofs and then for your article online and in print

#### Rejected

- Probability 40-90% ...
- Do not despair
  - > It happens to everybody
- Try to understand WHY
  - Consider reviewers' advice
  - Be self-critical
- If you submit to another journal, begin as if it were a new manuscript
  - Take advantage of the reviewers' comments
  - The same reviewer may again review your manuscript!
  - Read the Guide for Authors of the new journal, again and again.

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#### First Decision: "Major" or "Minor" Revision

- Minor revision
  - Basically, the manuscript is worth being published
  - Some elements in the manuscript must be clarified, restructured, shortened (often) or expanded (rarely)
  - Fextual adaptations
  - Minor revision" does NOT guarantee acceptance after revision!
- Major revision
  - The manuscript may be worth being published
  - Significant deficiencies must be corrected before acceptance
  - Involves (significant) textual modifications and/or additional experiments



### **Manuscript Revision**

- Cherish the chance of discussing your work directly with other scientists in your community.
- Prepare a detailed Response Letter
  - > Copy-paste each reviewer comment, and type your response below it
  - > State specifically which changes you made to the manuscript
    - Include page/line numbers
    - No general statements like "Comment accepted, and Discussion changed accordingly."
  - > Provide a *scientific* response to comments to accept, .....
  - ..... or a convincing, solid and polite rebuttal when you feel the reviewer was wrong.
  - > Write in such a manner, that your response can be forwarded to the reviewer without prior editing
- Do not do yourself a disfavour, but cherish your work
  - > You spent weeks and months in the lab or the library to do the research
  - > It took you weeks to write the manuscript



Why then run the risk of avoidable rejection by not taking manuscript revision seriously?

### **Rejection: not the end of the world**

- Everyone has papers rejected do not take it personally.
- Try to understand why the paper was rejected.
- Note that you have received the benefit of the editors and reviewers' time; take their advice seriously!
- Re-evaluate your work and decide whether it is appropriate to submit the paper elsewhere.

- If so, begin as if you are going to write a new article. Read the Guide for Authors of the new journal, again and again.



# Outline

- University of Mannheim
- Elsevier
- How to get Published
  - Before you begin
  - Select your audience
  - > The review process

#### What not to do…



#### Publish AND Perish! – if you break ethical rules

- International scientific ethics have evolved over centuries and are commonly held throughout the world.
- Scientific ethics are not considered to have national variants or characteristics there is a *single ethical standard* for science.
- Ethics problems with scientific articles are on the rise globally.



M. Errami & H. Garner A tale of two citations Nature 451 (2008): 397-399



## **Plagiarism Detection Tools**

- Elsevier is participating in 2 plagiarism detection schemes:
  - Turnitin (aimed at universities)
  - Ithenticate (aimed at publishers and corporations)

Manuscripts are checked against a database of 20 million peer reviewed articles which have been donated by 50+ publishers, including Elsevier.

All post-1994 Elsevier journal content is now included, and the pre-1995 is being steadily added week-by-week

- Editors and reviewers
- Your colleagues
- "Other" whistleblowers
  - "The walls have ears", it seems ...







#### Publication ethics – How it can end .....

"I deeply regret the inconvenience and agony caused to you by my mistake and request and beg for your pardon for the same. As such I am facing lot many difficulties in my personal life and request you not to initiate any further action against me.

I would like to request you that all the correspondence regarding my publications may please be sent to me directly so that I can reply them immediately. To avoid any further controversies. I have decided not to publish any of my work in future."

A "pharma" author December 2, 2008



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24 February 2011 Last updated at 11:38 GMT

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#### German minister loses doctorate after plagiarism row

Germany's defence minister has been stripped of his university doctorate after he was found to have copied large parts of his work from others.

Karl-Theodor zu Guttenberg, an aristocrat who lives in a Bavarian castle, admitted breaching standards but denied deliberately cheating.

Analysis revealed that more than half of his thesis had long sections lifted word-for-word from the work of others.

So far the German Chancellor, Angela Merkel, has stood by the minister.

#### Related Stories

The University of Bayreuth decided that Mr Guttenberg had "violated scientific duties to a considerable extent".

It deplored the fact that he had lifted sections of text without attribution.

Last week Mr Guttenberg said he would temporarily give up his PhD title while the university investigated the charges of plagiarism. He admitted that he had made "serious mistakes".

His thesis - Constitution and Constitutional Treaty: Constitutional Developments in the US and EU - was completed in 2006 and published in 2009.

Chancellor Merkel insisted on Monday that she was standing by her defence minister, who was seen as something of a rising star in her conservative coalition



PhD thesis

Germany's Baron without a title

Plagiarism row minister drops PhD

German minister denies plagiarism



#### doi:10.1016/j.sigpro.2005.07.019 ② Cite or Link Using DOI Copyright © 2005 Elsevier B.V. All rights reserved.



Available online 24 August 2005.

This article has been retracted at the request of the Editor-in-Chief and P http://www.elsevier.com/locate/withdrawalpolicy.

Reason: This article is virtually identical to the previously published article algorithm for SNR improvement in ultrasonic NDT", *Independent Nonde International*, volume 38 (2005) 453 – 458 authored by M. Ruiz Rever, F. the echoes issuing from the flaws to be detected. Therefore, it cannot be cancelled by classical time averaging or matched band-pass filtering techniques.

Many signal processing techniques have been utilized for signal-to-noise ratio (SNR) improvement in ultrasonic NDT of highly scattering materials. The most popular one is the split spectrum processing (SSP) [1-3], because it makes possible real-time ultrasonic test for industrial applications, providing quite good results. Alternatively to SSP, wavelet transform (WT) based denoising/detection methods have been proposed during recent years [4-8], yielding usually to higher improvements of SNR at the expense of an increase in complexity. Adaptive time-frequency analysis by basis pursuit (BP) [9,10] is a recent technique for decomposing a signal into an optimal superposition of elements in an overcomplete waveform dictionary. This technique and some other related techniques have been successfully applied to denoising ultrasonic signals co taminated with grain noise in highly scattering materials [11,12], as an alternative to the W technique, the computational cost of e BP algorithm being the main drawback

In this paper, we propose a used mothing pursuit-based signal processing smell of our improving SNR in ultrasce NDT is highly scattering materials, such a set of and consents. Matching pursuit is used instead of BP to reduce the complexity. Description is iterate mature, the method is fast enough to be real-time implemented. The performance of the proposed method has been evaluated user both computer simulation and experimental real's, new when the input SNR (NRin) is lower than 0dB (the level of echoer cattering to iterostructures is above the level of the echoes).

#### 2. Matching pursuit

Matching pursuit was introduced by Mailat and Zhang [13]. Let us suppose an approximation of the ultrasonic backscattered signals x[n] as a linear expansion in terms of functions  $g_i[n]$  chosen from an over-complete dictionary. Let H be a Hilbert space. We define the over-complete dictionary as a family  $D = \{g_i; i = 0, 1, ..., L\}$  of vectors in H, such as  $||g_i|| = 1$ .

The problem of choosing functions  $g_i[n]$  that best approximate the analysed signal A[n] is computationally very complex. Matching pursuit is an iterative algorithm that offen sub-optimal solutions for decomposing signals interms of expansion functions chosen from a discovery, where  $I^i$  nom is used as the approximation interior because of its mathematical continuence. When a well-designed diction y is used in containg pursuit, the non-linear optiment the algorithm leads to compact at heave basic model.

In each size of the interfere procedure, vector  $g_i[n]$  which give the largest oner product with the analysed signal is posen. The contribution of this vector when subtracted from the signal and the process is repeated on the residual. At the with intration the widdle is

$$m = 0,$$
  
 $\pi^{+1}[n] + \alpha_{\xi(m)} \hat{\kappa}_{(m)}[n], \quad m \neq 0,$ 

(D)

where  $\alpha_{(m)}$  is the weight associated to optimum atom  $q_{(m)}[n]$  at the with iteration.

( ×[r

r Top

The weight  $d_i^{\mu}$  associated to each atom  $g_i[n] \in D$ at the *n*th iteration is introduced to compute all the inner products with the sestimat  $r^{\mu}[n]$ :

$$t_i^{\mu} = \frac{(r^{\mu}[\eta], g_i[\eta])}{(g_i[\eta], g_i[\eta])} = \frac{(r^{\mu}[\eta], g_i[\eta])}{\|g_i[\eta]\|^2}$$
  
=  $b^{\mu}[\eta], g_i[\eta], g_i[\eta]), \qquad (2)$ 

The optimum atom  $g_{ijed}[n]$  (and its weight  $\alpha_{ijed}$ ) at the with iteration are obtained as follows:

$$g_{\ell m}[n] = \arg \min_{q \in D} \| \boldsymbol{\nu}^{m+1}[n] \|^2$$
  
=  $\arg \max_{\boldsymbol{\alpha} \in D} \| \boldsymbol{\alpha}^m_i \|^2 = \arg \max_{\boldsymbol{\alpha} \in D} \| \boldsymbol{\alpha}^m_i \|.$  (3)

The computation of correlations  $(r^{\alpha}[n], g_{i}[n])$  for all vectors  $g_{i}[n]$  at each iteration implies a high computational effort, which can be substantially reduced using an updating procedure derived from Eq. (1). The correlation updating procedure [13] is performed as follows:

$$^{m+1}[n], g_{i}[n]) = \langle r^{m}[n], g_{i}[n] \rangle$$

 $-\alpha_{0+i}g_{0+i}[n], g_i[n]).$ 

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Signal Processing Volume 86, Issue 5, May 2006, Pages 962-970 (4)

# **Data fabrication and falsification**

*Fabrication:* Making up data or results, and recording or reporting them

"... the fabrication of research data ... *hits at the heart of our responsibility to society*, the reputation of our institution, the trust between the public and the biomedical research community, and our personal credibility and that of our mentors, colleagues..."

"It can *waste the time of others*, trying to replicate false data or designing experiments based on false premises, and can lead to therapeutic errors. It can never be tolerated."

Professor Richard Hawkes Department of Cell Biology and Anatomy University of Calgary

# "The most dangerous of all falsehoods is a slightly distorted truth."

#### G.C.Lichtenberg (1742-1799)

### What leads to acceptance ?

- <u>A</u>ttention to details
- <u>C</u>heck and double check your work
- <u>C</u>onsider the reviewers' comments
- English must be as good as possible
- <u>P</u>resentation is important
- Take your time with revision
- Acknowledge those who have helped you
- New, original and previously unpublished
- <u>C</u>ritically evaluate your own manuscript
- <u>E</u>thical rules must be obeyed

– Nigel John Cook Editor-in-Chief, *Ore Geology Reviews* 



# Thank you!

# Questions?

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Jeroen Loos j.loos@elsevier.com



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