Learn. To Change.

Study Skills Induction for New Learners:

3. Finding & Storing Academic Sources

Please note: these workshops are interactive!
Message the lecturer if you are unable to unmute your microphone during the session.

Finding & Storing Academic Sources

Explore the benefits of using online research tools

Generate search terms to locate credible and relevant sources

Introduce methods for storing sources and practice using a reading log

By the end of the session, you will be able to:

Utilise academic databases to identify credible online sources and store these effectively.

1. Introduction to Academic Research

Importance of Using Sources in Academic Writing

- Affords your work **academic credibility.**
- Supports and contextualises your **ideas and critical arguments.**
- Demonstrates the **depth and breadth of your research**.
- Identifies **similarities** and **disparities** in pre-existing research.
- Facilitates the development of your **subject knowledge**.
- Validates your **conclusions and recommendations** for future practice.

Finding & Storing Academic Sources

Task

1	How will you **locate** and **store** sources for assignments?
2	Can you foresee any potential **challenges** with this?

Finding & Storing Academic Sources

When gathering and storing your research, here are some initial strategies:

Review the **core texts** on your **module reading list**.

Identify sources referenced by module tutors during **lectures**.

Explore your **module page** for additional **recommended reading**.

Conduct **your own research** using **online databases**.

Evaluate the **credibility** of your sources, selecting those most **relevant** for your purposes.

Create a **file system** to store and access your sources effectively!

Evaluating Sources Using The CRAAP Test

Adopt a questioning, critical approach to the recommended sources!

You can use the **CRAAP Test** to help determine whether is it appropriate to use in your assignment.

Currency: The timeliness of the information
• When was the information published or posted? • Has the information been revised or updated? • Is the information current or out of date for your topic?
Relevance: The importance of the information for your needs
• Does the information relate to your topic or answer your question? • Have you looked at a variety of sources before choosing this one?
Authority: The source of the information
• Who is the author/ publisher/ source/ sponsor? • What are the author's credentials or organizational affiliations given?
Accuracy: The reliability, truthfulness, and correctness of the content
• Is the information supported by evidence? • Has the information been reviewed or refereed?
Purpose: The reason the information exists
• What is the purpose of the information? • Does the point of view appear objective and impartial?

Finding Academic Sources

Examples of Open Access Research Tools:

Google Scholar

Semantic Scholar

BASE

DOAJ

Directory of Open Access Journals

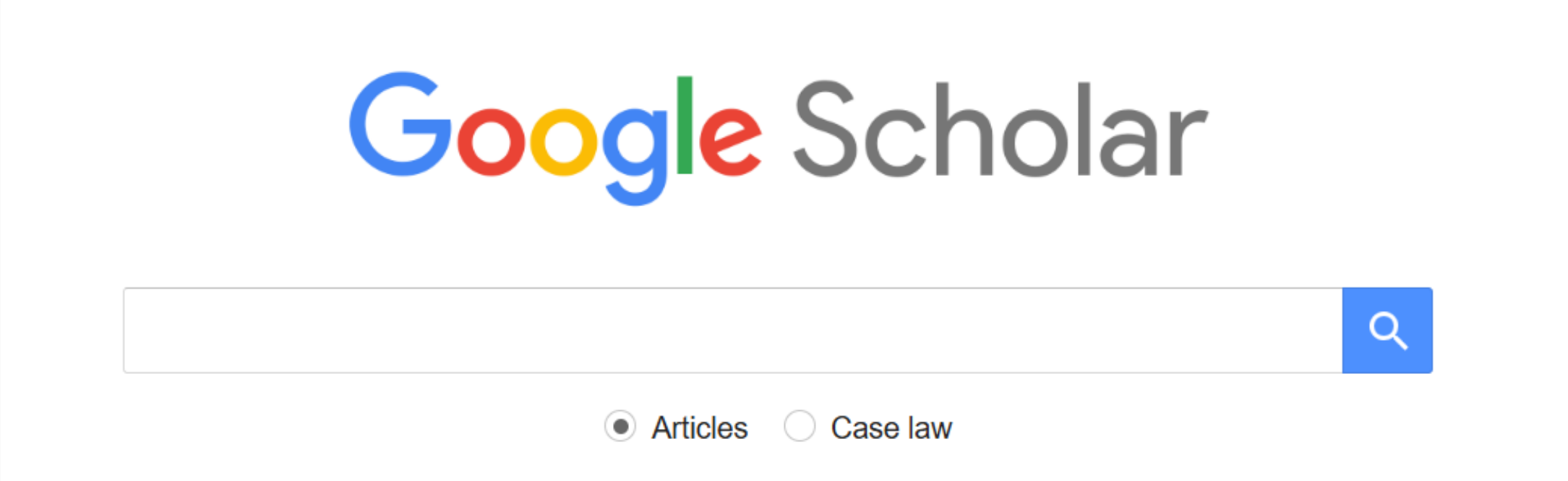
JSTOR

doab

Directory of Open Access Books

Introduction to Google Scholar

Google Scholar is an **academic search engine** which can be used to quickly locate **credible scholarly resources**.



Benefits of Using Google Scholar

Google Scholar

✓	Provides a way to **search for relevant scholarly literature** in one convenient place.
✓	Enables research across **many disciplines and source types.**
✓	Grants access to **most relevant articles** in your field and enables you to view **complete documents.**
✓	Shares the **author's affiliations** with universities, labs and companies.
✓	**Shows when** and **where** the source was published and **how recently** it has been cited.
✓	It links directly to many **open-access** versions of papers and is more reliable than **Google** making it an excellent starting point for research.

2. Generating Search Terms

Generating Search Terms

Before searching for online sources, you need to look at your assignment brief and identify key **subject-matter words** and **limiting words** to generate search terms.

Subject-Matter Words	**Describe the topic** you should be writing about.
Limiting Words	Help **narrow the focus** of your answer.

Generating Search Terms

The **subject-matter words** and **limiting words** in an assignment brief can be used as initial search terms when using online research tools. For example:

Critically evaluate the impact of leadership behaviours on digital transformation in your organisation.

Generating Search Terms

You may find these **initial search terms** are not yielding enough results. Therefore, it is useful to generate some **alternative search terms.**

Task

Key Words	Alternative Search Terms
leadership	
behaviours	
impact	
digital transformation	

You can also use an AI tool such as ChatGPT or Copilot to generate further search terms.

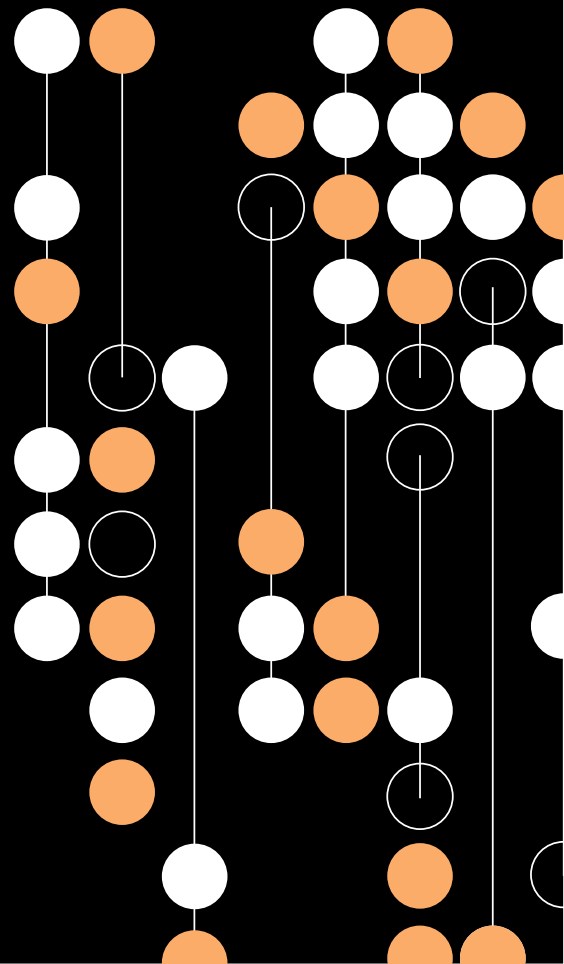
Introduction to Google Scholar

You can use a **combination** of the **original subject matter** words and your **alternative search terms** to help generate a broader range of results.

Answer

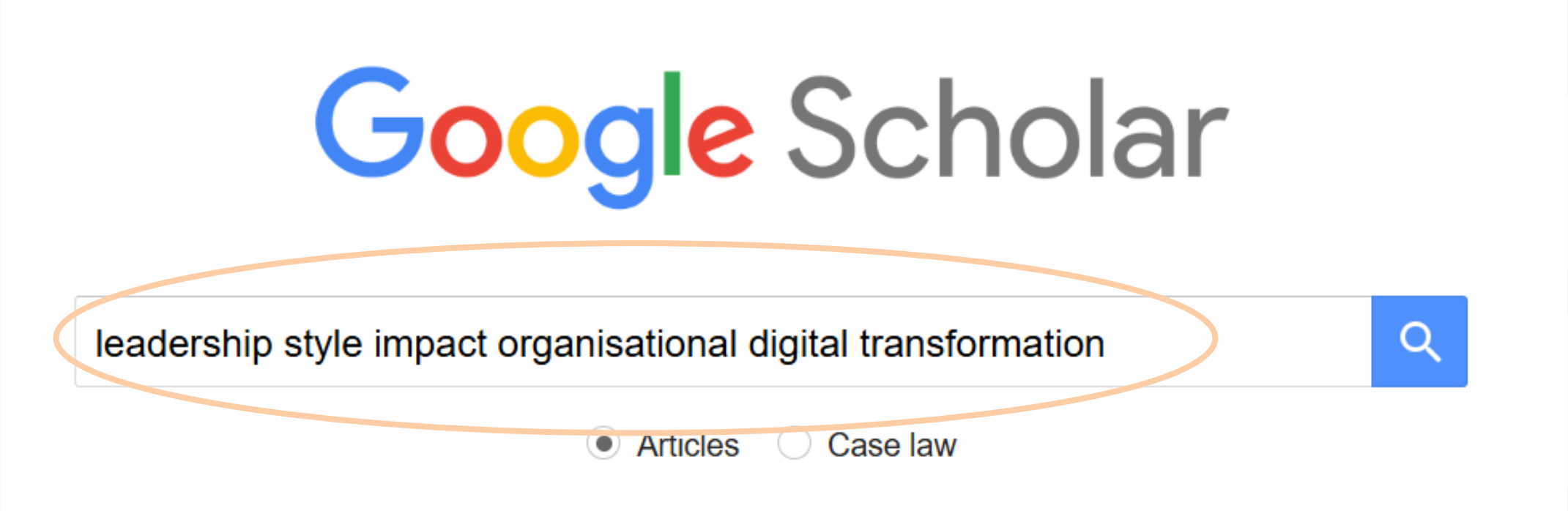
Key Words	Alternative Search Terms
leadership	management, governing
behaviours	style, competencies, approaches
impact	effect, affect, influence
digital transformation	DX, digitalisation

3. Conducting a Search Using Google Scholar



Task

Search for Google Scholar on your internet browser and type in the original **key words** from the assignment question.



This will take you to a range of **publications** showing the **author, publication date** and **number of citations.**

[HTML] Transformative **leadership** competencies for **organizational digital transformation** — [HTML] sciencedirect.com

G Schiuma, H Santarsiero, D Carlucci, Y Jarrar - **Business** Horizons, 2024 - Elsevier

… **organizations** navigate DT by integrating **digital**-based knowledge. To understand the competencies necessary for a **leader** to drive **organizational** … review on **leadership styles** and the …

Save Cite Cited by 194 Related articles All 7 versions

What research tells us about **leadership styles**, **digital transformation** and performance in state higher education? — [PDF] emerald.com Full View

A Carvalho, H Alves, J Leitão - … Journal of Educational **Management**, 2022 - emerald.com

… Amongst the theoretical implications of this study are the importance of understanding **leadership styles** and **digital transformation** for better understanding of state HEIs' performance as …

Save Cite Cited by 94 Related articles All 5 versions

Digital leadership, **business** model innovation and **organizational** change: role of **leader** in steering **digital transformation** — [PDF] lut.fi

M Malik, MM Raziq, N Sarwar, A Tariq - … : An International Journal, 2025 - emerald.com

… of **digital transformation**, **digital leadership**, **business** model innovation, and **organizational** culture. … Thus, a transformational **leadership style** is ideal for successful **digital transformation**. …

Save Cite Cited by 115 Related articles All 5 versions

Identifying Appropriate Resources: Currency

1 [HTML] Transformative **leadership** competencies for **organizational digital transformation** [HTML] sciencedirect.com
G Schiuma, F Santarsiero, D Carlucci, Y Jarrar - **Business** Horizons, 2024 - Elsevier
… **organizations** navigate DT by integrating **digital**-based knowledge. To understand the competencies necessary for a **leader** to drive **organizational** … review on **leadership styles** and the …
☆ Save 99 Cite Cited by 194 Related articles All 7 versions

2 What research tells us about **leadership styles**, **digital transformation** and performance in state higher education? [PDF] emerald.com Full View
A Carvalho, H Alves, J Leitão - … Journal of Educational **Management**, 2022 - emerald.com
… Amongst the theoretical implications of this study are the importance of understanding **leadership styles** and **digital transformation** for better understanding of state HEIs' performance as …
☆ Save 99 Cite Cited by 94 Related articles All 5 versions

3 **Digital leadership**, **business** model innovation and **organizational** change: role of **leader** in steering **digital transformation** [PDF] lut.fi
M Malik, MM Raziq, N Sarwar, A Tariq - … : An International Journal, 2025 - emerald.com

When identifying appropriate resources to use in your assignment, **consider the timeliness of the information**.
When was the article published? Is the information up to date?

Identifying Appropriate Resources: Currency

1

2

3

You can use the tool bar on the left-hand side to **sort by date** and **relevance.** You can also **adjust the date range** accordingly.

Identifying Appropriate Resources: Authority

When identifying appropriate resources to use in your assignment, it is a good idea to **check the author's affiliations, number of citations** and **publishing history**.

[HTML] Transformative **leadership** competencies for **organizational digital transformation**

G Schiuma, F Santarsiero, D Carlucci, Y Jarrar - **Business** Horizons, 2024 - Elsevier

… **digital**-based knowledge. To understand the competencies necessary for a **leader** to drive **organizational** DT… **leadership styles** and the findings from the semistructured interviews with 64 …

☆ Save 99 Cite Cited by 234 Related articles All 7 versions

Task

Using the link provided, evaluate the author's credentials to write on this topic.

Identifying Appropriate Resources: Authority

Giovanni Schiuma

FOLLOW

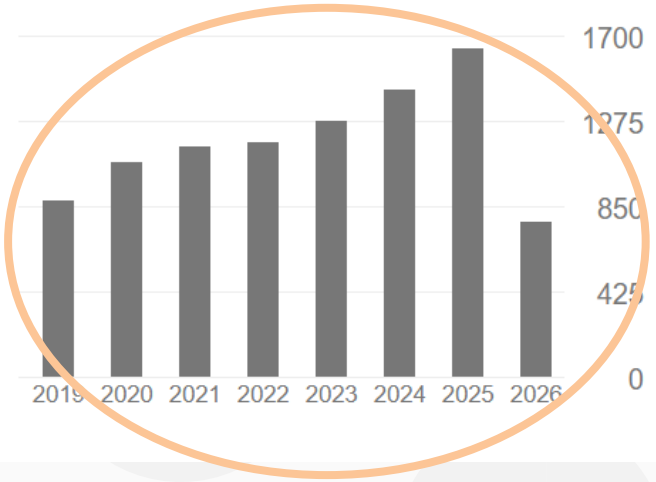
Professore di Ingegneria Economico-Gestionale, Università LUM
Verified email at lum.it

Management Innovation Strategy Entrepreneurship Arts in Business

TITLE	CITED BY	YEAR
How to respond to the fourth industrial revolution, or the second information technology revolution? Dynamic new combinations between technology, market, and society through … MH Lee, JHJ Yun, A Pyka, DK Won, F Kodama, G Schiuma, HS Park, ... Journal of Open Innovation: Technology, Market, and Complexity 4 (3), 21	908	2018
Knowledge transfer and inter-firm relationships in industrial districts: the role of the leader firm V Albino, AC Garavelli, G Schiuma Technovation 19 (1), 53-63	800	1998
Intellectual capital–defining key performance indicators for organizational knowledge assets B Marr, G Schiuma, A Neely Business Process Management Journal 10 (5), 551-569	718	2004

Cited by VIEW ALL

	All	Since 2021
Citations	16280	7501
h-index	63	46
i10-index	162	119



Identifying Appropriate Resources: Relevance

A key skill on the degree apprenticeship is to be able to **identify resources** which are **relevant for your purposes**. Does the information relate to your **topic** or question?

[HTML] Transformative **leadership** competencies for **organizational digital transformation**

G Schiuma, F Santarsiero, D Carlucci, Y Jarrar - **Business** Horizons, 2024 - Elsevier

… **digital**-based knowledge. To understand the competencies necessary for a **leader** to drive **organizational** DT… **leadership styles** and the findings from the semistructured interviews with 64 …

☆ Save 99 Cite Cited by 234 Related articles All 7 versions

Identifying Appropriate Resources: Relevance

1

Task

Read the abstract. Do you think the article is relevant to the example assignment question?

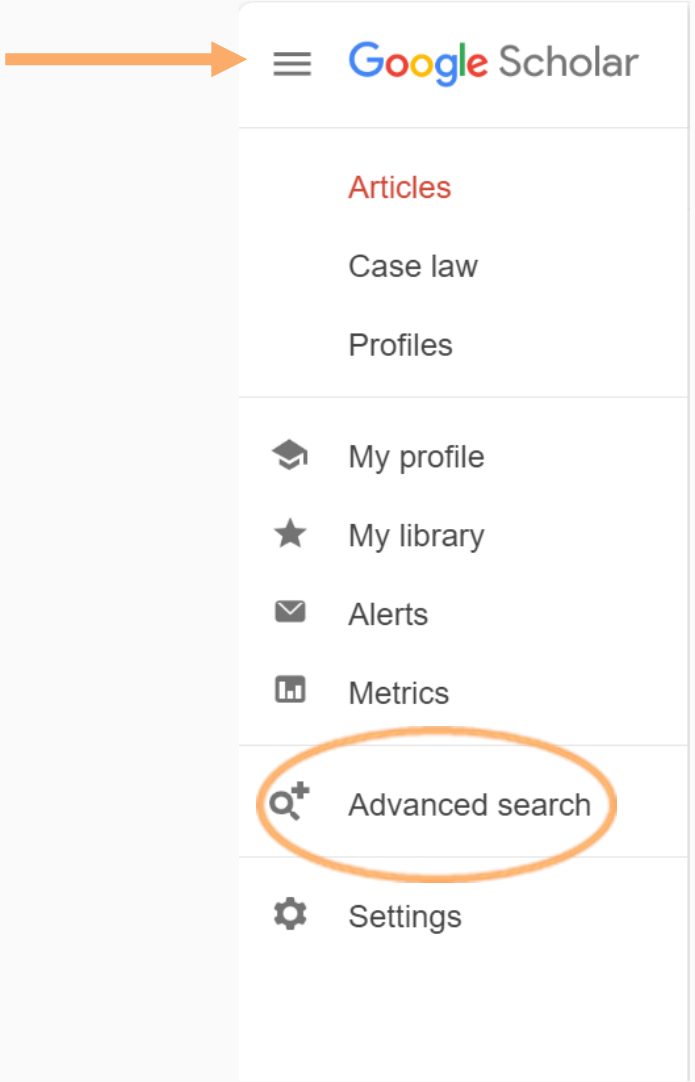
Be prepared to justify your response.

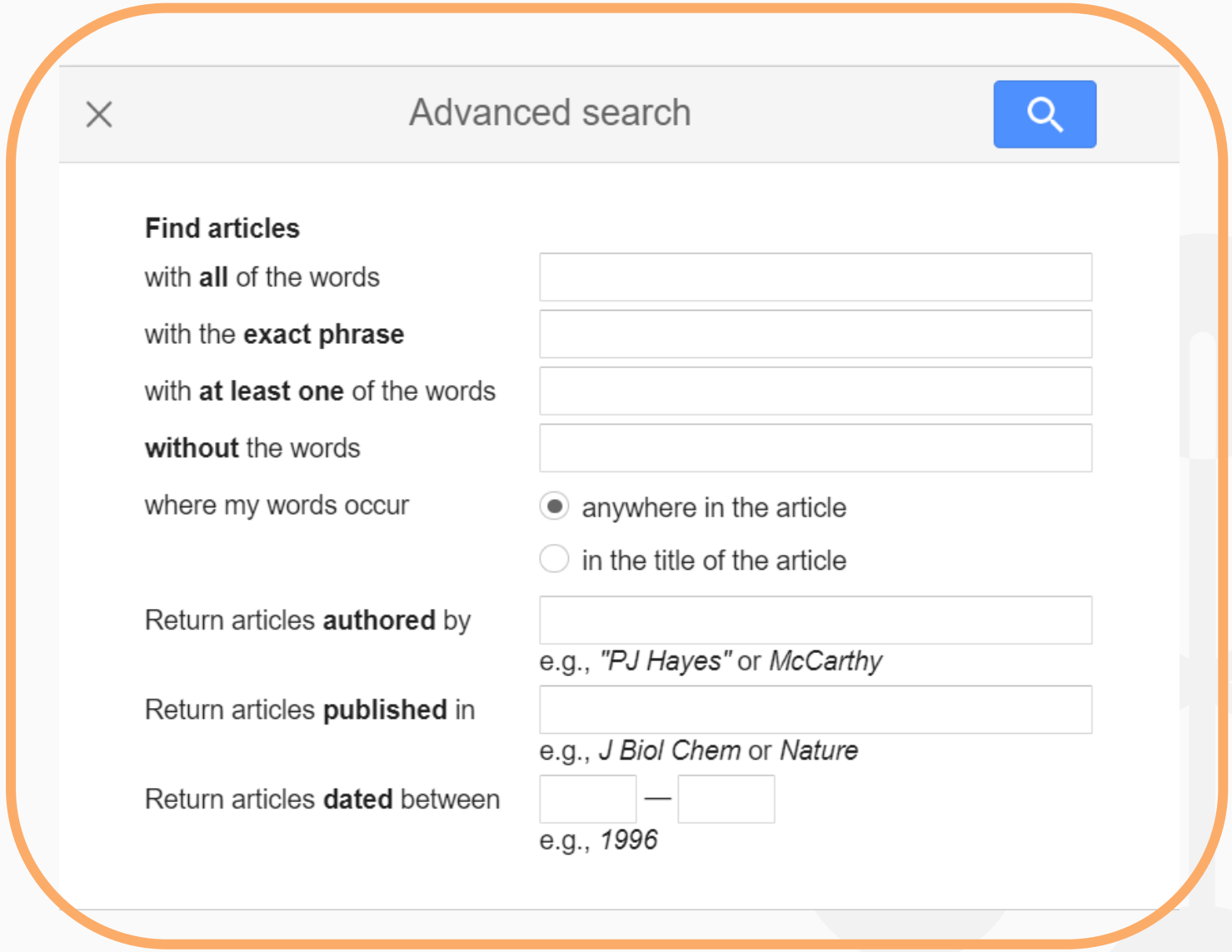
Transformative leadership competencies for organizational digital transformation

Abstract

Despite the flourishing literature on digital transformation (DT), there is still less research on the human side of DT—particularly on leaders' competencies required to successfully trigger and drive organizational transformation in the context of the digital age. The human-centric approach and the leadership role are essential to understanding how organizations navigate DT by integrating digital-based knowledge. To understand the competencies necessary for a leader to drive organizational DT, this study combines and analyzes the results from a literature review on leadership styles and the findings from the semistructured interviews with 64 leaders of SMEs across a wide range of industries engaged in a DT journey. The analysis proposes the notion of transformative leadership to determine the capacity leaders must have to navigate organizational DT and identifies and describes the six competencies that distinguish a transformative leader.

Advanced Search





Identifying Appropriate Sources

Task

Use the alternative search terms generated earlier in the session to find one (or more) appropriate source for the example assignment task.

Critically evaluate the impact of leadership behaviours on digital transformation in your organisation.

Key Words	Alternative Search Terms
leadership	management, governing
behaviours	style, competencies, approaches
impact	effect, affect, influence
digital transformation	DX, digitalisation

Identifying Appropriate Sources

Task

1	After posting a link to your source in the chat, click on one provided by another learner.
2	Assess the source's relevance by skimming the title and abstract. Conduct a 'Ctrl+F' search for key words!
3	Do you think it is appropriate for use in our example assignment? What are some potential strengths and limitations of the source? Reply to the original link with your feedback!

Critiquing Sources

Example

Harwood, Lauren Yesterday 10:57

Transformative leadership competencies for organizational digital transformation - ScienceDirect

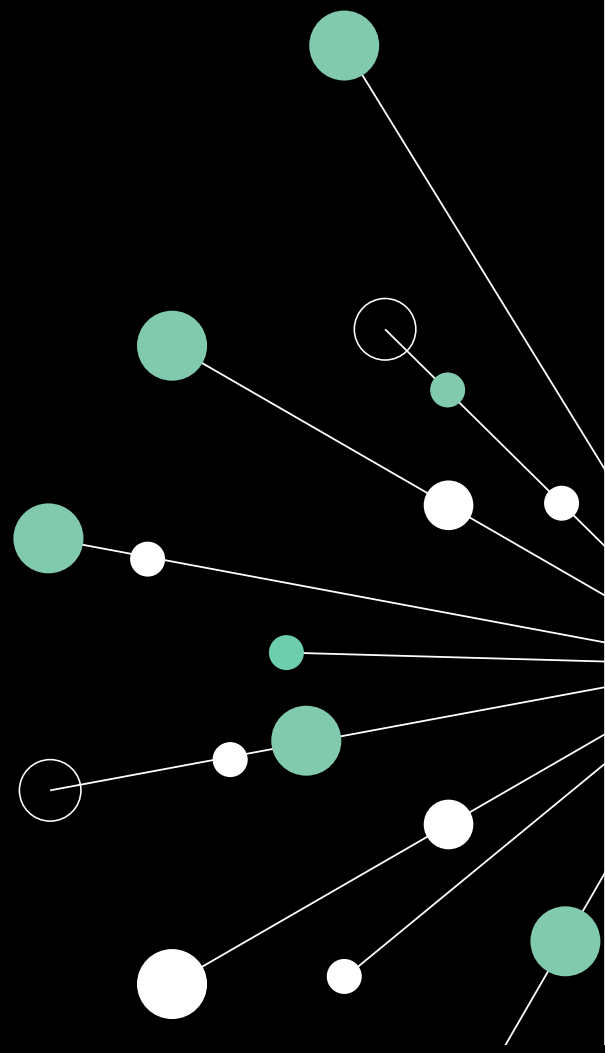
Skelton, Alan Yesterday 10:57

AS

> Harwood, Lauren 09/09/2026 10:57
> Transformative leadership competencies for organizational digital transformation - ScienceDirect

This article seems robust as the author has interviewed more than 60 relevant leaders, but a potential limitation is that all the research was conducted in southern Italy.

4. Storing Sources



Software for Storing Sources

OneNote

Word

Excel

Google Docs

Benefits of Creating a Reading Log

- Improves **time management skills** during **assignment planning.**
- Sources are stored centrally and easy to locate.
- Supports the development of clear, **evidence-based arguments.**
- Helps **relate theory to practice** and encourage **critical reflection**.
- Establishes **links** and **disparities** across the **research.**

Creating a Reading Log

	Author Date	Link to Source/ Reference List Entry	Quotation	Paraphrase	Relating Theory to Practice
Task 1	(Surname, Date)	Include a link to the source	"Write out the quotation or section of text in its original form" (Surname, date, pp.)	Paraphrase the original text by rephrasing in your own words	This is reflected at Company X.... This aligns to Company X's....
Task 2		Alternatively, write out the full reference list entry		• Bullets are also another succinct alternative • ..... •	Company X counters this approach by... However Company X demonstrates...

Practice Using a Reading Log

Task

1	Populate author, date, and link to source columns in the reading log.
2	Read the extract on the next slide, isolating relevant quotations to be copied and pasted into the correct column.
3	Try paraphrasing a quotation in your own words and writing an example sentence relating the theory to practice.

2. The human-centred approach and the role of leadership in navigating DT

Many scholars suggest using agile, lean, design thinking, gamification, entrepreneurial, and continuous learning methods to manage DT in organisations (Sutherland and Sutherland, 2014; Barton *et al*., 2018). These methods share the idea that human-based dynamics at the individual, team/group, and organisational levels are at the heart of successful organisational DT. Attitudes and behaviours affect the dynamics of the transformation process and its outcomes. Therefore, the human-centered approach – which puts individuals at the core and involves them in decision-making and cocreation of solutions (Barton *et al*., 2018) – is essential to navigating DT. Digital tools and technology can only boost efficiency and productivity if they are supported by human skills, competencies, mindsets, and dynamic capabilities based on continuous learning, unlearning, openness, and experimentation toward enabling change (Ghosh *et al*., 2022). Change can induce different reactions in people, depending on their experiences, values, and culture (Dickson *et al*., 2001). People may resist or embrace change, so it is essential to understand and leverage the diversity of individuals in a DT process and actively involve them in transforming and managing the impact of digital technologies on their attitudes, behaviours, and practices (Frankiewicz and Chamorro-Premuzic, 2020). Furthermore, people are central to absorbing, developing, and deploying digital-based knowledge to enable a DT process.

Creating a Reading Log

Answer

Author Date	Link to Source / Reference List Entry	Quotation	Paraphrase	Relating Theory to Practice
(Schuima *et al.*, 2024)	Source Link	"human-based dynamics at the individual, team/group, and organizational levels are at the heart of successful organizational DT"	Research indicates that a human-centred approach is required for driving digital transformation at both a team and organizational level (Schiuma *et al.*, 2024).	This is reflected within the team dynamics and strategic initiatives proposed by company X's leadership team during the quarterly DT review (Appendix A).

Schiuma, G., *et al.* (2024) 'Transformative leadership competencies for organizational digital transformation', *Business Horizons*, 67(4), pp. 425-437. Available at: https://www.sciencedirect.com/science/article/pii/S0007681324000491 (Accessed: 11 September 2026)

Reflection

1	How was your experience using the reading log? Any benefits or challenges?
2	How might you adapt the reading log to support your research process?

Review

Finding & Storing Academic Sources - Review

Searching for sources and incorporating them into your work is a non-linear process

Finding & Storing Academic Sources - Review

You should only use the exact wording from the brief to help you search for relevant sources

Finding & Storing Academic Sources - Review

Google Scholar enables you to assess the authority of the author by sharing author affiliations and number of citations

Finding & Storing Academic Sources - Review

A reading log allows you to systematically record sources, paraphrase author's ideas and relate theory to practice

Onboarding Feedback

Thank you for attending this ACE Workshop.
We would be grateful if you could take 2 minutes to provide **feedback** based on your onboarding experience.

Do you require further academic support?

Look on the ACE Page for resources

Check out our upcoming workshops

Book a 1-2-1 tutorial

Any questions?