



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.

Session will start at: 00:00

Finding & Storing Academic Sources

Explore the benefits
of using online
research tools

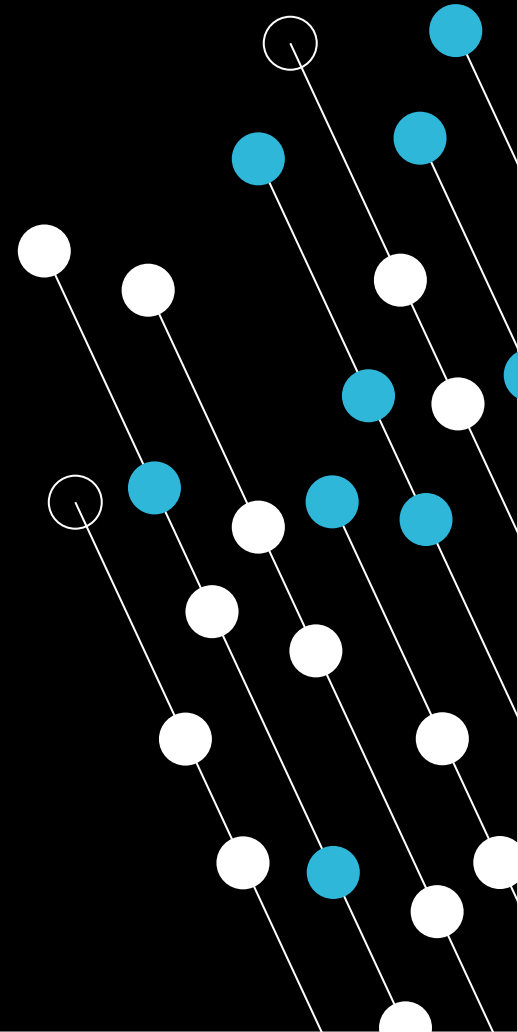
Generate search
terms to locate
credible and
relevant sources

Introduce
methods for
storing sources &
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**.

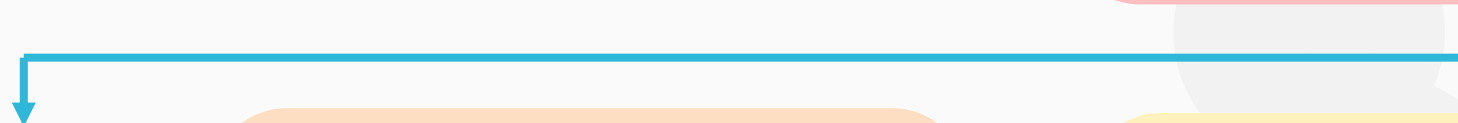
Identify sources referenced by module tutors during **lectures**.

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](#)



[Directory of Open Access Journals](#)



[JSTOR](#)



[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**.

The Google Scholar logo, with "Google" in its multi-colored font and "Scholar" in a grey sans-serif font.A white rectangular search bar with a thin grey border. On the right side of the bar is a blue square button containing a white magnifying glass icon.

☒ Articles ☐ Case law

Benefits of Using 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.

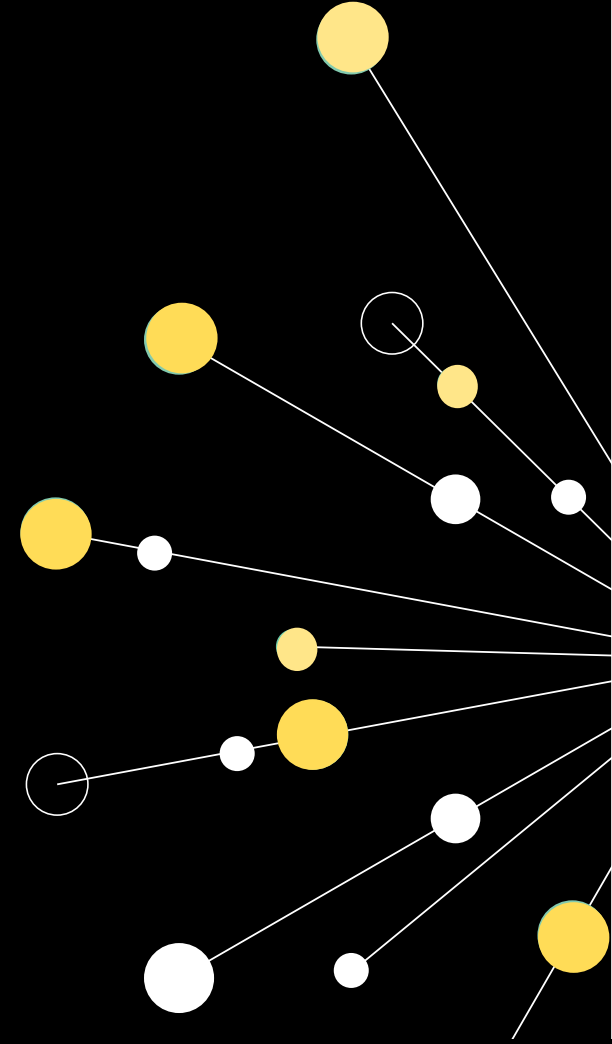


Shows when and **where** the source was published and **how recently** it has been cited.



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

Task

What are the **subject-matter words** and **limiting words** in this assignment question?

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

Generating Search Terms

Answer

What are the **subject-matter words** and **limiting words** in this assignment question?

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

You can input these key words as a starting point when using online research tools.

Generating Search Terms

You may find the **search terms** you have generated are not yielding enough results. Therefore, it is useful to think of **alternative search terms**.

Key Words	Alternative Search Terms
leadership	
behaviours	
impact	
digital transformation	

Task

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

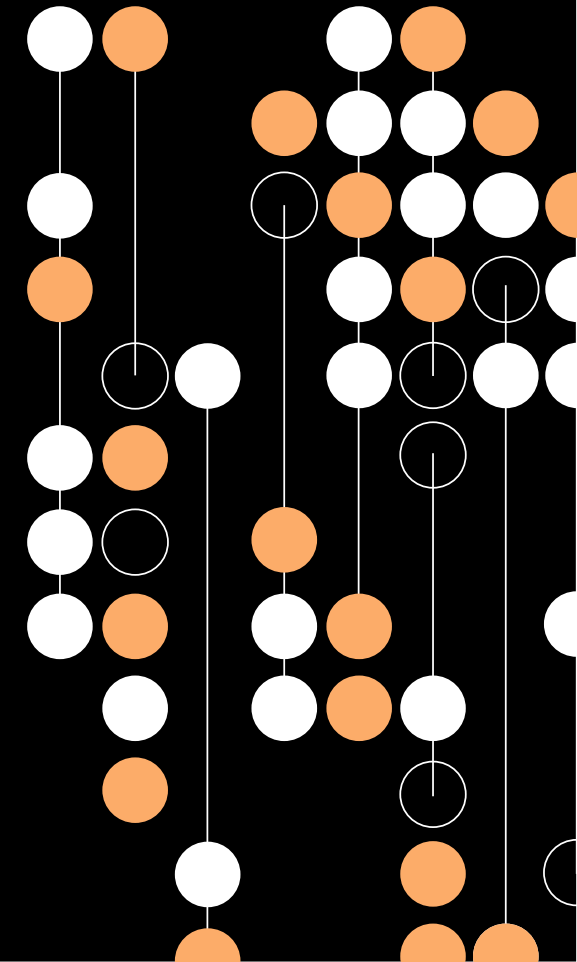
Introduction to Google Scholar

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

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

Answer

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.

1

Google Scholar

leadership style impact organisational digital transformation



☒ Articles ☐ Case law

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**

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  Cite **Cited by 194** Related articles All 7 versions

[HTML] sciencedirect.com

What research tells us about **leadership styles**, **digital transformation** and performance in state higher education?

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

[PDF] emerald.com
Full View

Digital leadership, **business** model innovation and **organizational** change: role of **leader** in steering **digital transformation**

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**. ...

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[PDF] lut.fi

Identifying Appropriate Resources: Currency

[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 ...

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☆ 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

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**

2 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  Cite Cited by 234 Related articles All 7 versions

3 Task

Using the [link](#) provided, evaluate the author's credentials to write on this topic.

Identifying Appropriate Resources: Authority

Answer



Giovanni Schiuma

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

Management Innovation Strategy Entrepreneurship Arts in Business

 FOLLOW

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

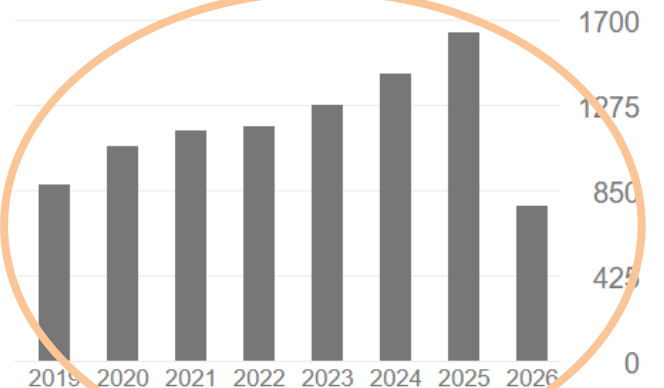
63

46

i10-index

162

119



Identifying Appropriate Resources: Relevance

1 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?

2 [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 ...

3 ☆ Save 🔖 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



Google Scholar

Articles

Case law

Profiles



My profile



My library



Alerts



Metrics



Advanced search



Settings



Advanced search



Find articles

with **all** of the wordswith the **exact phrase**with **at least one** of the words**without** the words

where my words occur

☒ anywhere in the article☐ in the title of the articleReturn articles **authored by**

e.g., "PJ Hayes" or McCarthy

Return articles **published in**

e.g., J Biol Chem or Nature

Return articles **dated** between —

e.g., 1996

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

Feedback 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. Skim the title, abstract and discussion. Conduct a 'Ctrl+F' search for key words.

3

Identify a potential strength & limitation of the article. Reply to the original link with your answers.

Critiquing Sources

Feedback Example

Harwood, Lauren Yesterday 10:57



[Transformative leadership competencies for organizational digital transformation - ScienceDirect](#)

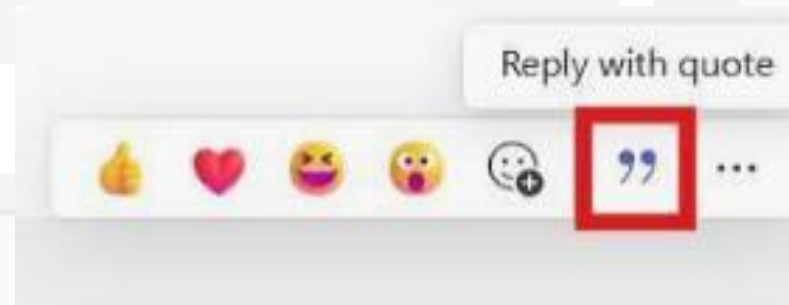
Skelton, Alan Yesterday 10:57



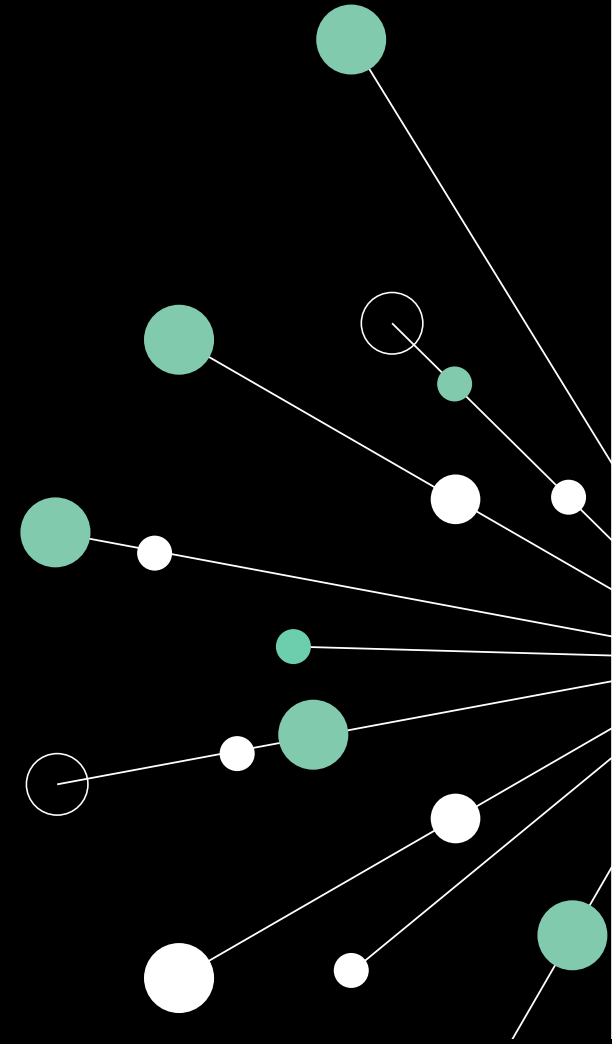
Harwood, Lauren 09/09/2026 10:57

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



Task 1



Task 2



Author Date	Link to Source/ Reference List Entry	Quotation	Paraphrase	Relating Theory to Practice
(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....
	Alternatively, write out the full reference list entry		• Bullets are also another succinct alternative • •	Company X counters this approach by... However Company X demonstrates...

Task

Practice Using a Reading Log

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 organizations (Barton et al., 2018; Sutherland & Sutherland, 2014). These methods share the idea that human-based dynamics at the individual, team/group, and organizational levels are at the heart of successful organizational DT. Attitudes and behaviors 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, behaviors, and practices (Frankiewicz & 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 <i>et al.</i> , 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)

Task

Reflection

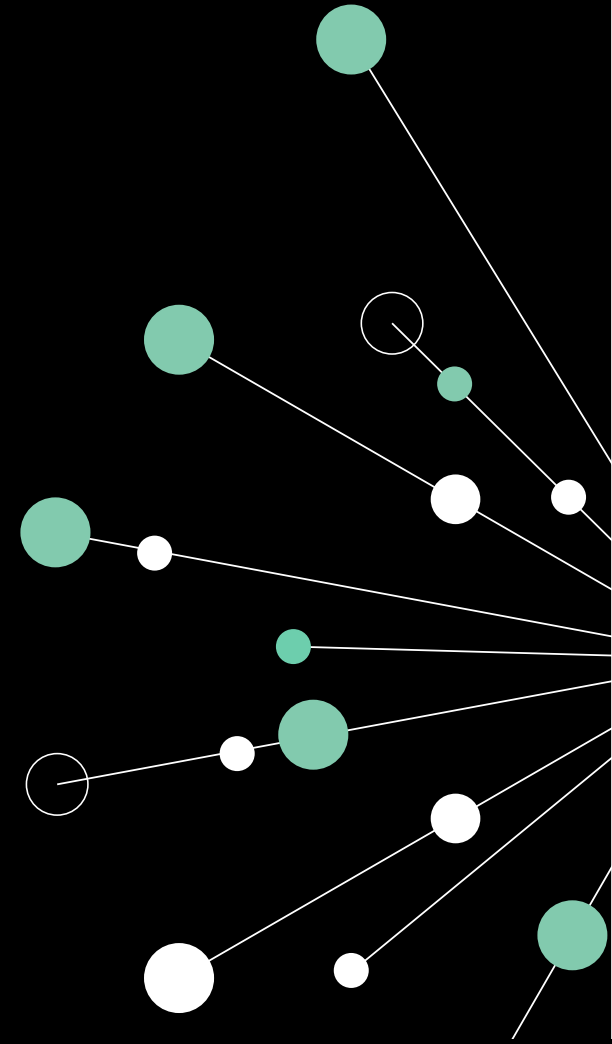
1

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?

