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Style Guide for Written Work in the WSB MBA Program Based Upon the
American Psychological Association Publication Guide (APA), 6th edition

Edward C. Taylor

Piedmont College

Author Note

Edward C. Taylor, Chair, Undergraduate Business Programs and Director, Graduate Business Programs, Demorest Campus, Walker School of Business, Piedmont College wrote this style guide for the exclusive use of students enrolled in Piedmont College.

If you have questions or comments about this document contact Dr. Ed Taylor at the Walker School of Business, Piedmont College, P.O. Box 10 Demorest, Georgia.

Email: etaylor@piedmont.edu

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Why have style guides? Efficiency mechanism! One difference between the APA publication manual and this guide is line spacing; this is single spaced just like the APA manual to conserve paper, otherwise, everywhere possible this guide will conform to APA 6th edition.

The publication manual of the American Psychological Association (APA 6th) focuses on publishing and addresses issues that enhance the efficiency of the publication process and the APA 6th edition style guide has been adapted for use in academic settings. Peer review is a key component of academic publishing; APA 6th citation format greatly enhances the efficiency of peer review. Active voice significantly reduces the number of words required to report research findings. Both the citation format and reduction in wordiness of the APA 6th style enhances the process of grading research papers in the same way that it enhances peer review. However, if someone does not know the literature in a specific field then having citations in APA 6th format doesn't improve efficiency but reducing wordiness helps everyone. In addition, use of the active voice will serve the business student well in business communications.

This "Style Guide for the Walker School of Business MBA Program" covers the preparation of reports, term papers, book reports and other works submitted in partial fulfillment of course requirements. Hereafter, manuscript is used to collectively refer to these documents. This guide is based upon the *Publication Manual of the American Psychological Association* (2010) (APA 6th ed.). The APA 5th edition guide addressed the issue of using a guide designed for publishing as a "stand alone" guide for manuscripts written for purposes other than publishing (p. 322), e.g., academic writing assignments and issued the following guidance:

"The '*Publication Manual*' is not intended to cover scientific writing at an undergraduate level, because preferences and requirements for style at this level are diverse. Instructions requiring undergraduate students to 'use the *Publication Manual*' should be accompanied by specific guidelines for its use."

This document represents those specific guidelines that should accompany a requirement for students to use APA format for work submitted in partial fulfillment of course requirements in an academic setting. The Walker School of Business MBA committee has officially adopted APA style for use in all Walker School of Business MBA courses as of the spring semester, 2006. If a topic is not addressed in this style guide, refer to the 6th edition of APA.

Manuscript Preparation and Submission

Submission Format

All manuscripts *can* be submitted electronically in the form of a virus free attachment to e-mail, unless prescribed otherwise by the instructor making a specific assignment. Moodle uploads are another form of submission frequently employed in the business school. The date/time stamp on the e-mail will be used to determine the official time the student submitted the work and this date/time stamp must be at *least 2 hours before* the class is scheduled to

commence otherwise a hardcopy must be brought to class. Since Piedmont College has standardized on the Microsoft Office suite of software products, the attached document must be a Microsoft Word document (.doc or .docx) format, in Rich Text Format (.rtf), or as an Adobe file (.PDF). It is the student's responsibility to submit virus free manuscripts. If the document contains a virus and is not resubmitted before prescribed deadlines then the student shall be deemed to have missed the deadline. We fully support the *GREEN* initiatives at the library regarding two sided printing – we encourage the use of two sided printing for business school papers; all printers in the library support two-sided printing. We also encourage the use of the Times New Roman font for all work because it only uses about 70% of the ink used by fonts like Arial and starting with the 6th edition of APA Times New Roman is the required font.

Typing and Length

The course instructor will prescribe the manuscript length. Preliminary and back pages do not count toward manuscript length. Type the manuscript with a 12-point Times New Roman true type font. Do not vary type size – use 12 point throughout the manuscript. Never underline; instead use italics for those few occasions where you wish to highlight a word or phrase. Do not use the bold feature except for heading level 1 through 4. Double-space all text, including tables and figures. Use wide margins – one inch at the top, bottom, right, and left with left justified text and indent paragraphs ½ inch. (Read further on page 229.)

Enter two space after the period at the end of a sentence. Enter one space after all other punctuation. Use no spaces between internal periods in abbreviations. (Read further on pages 87-88.)

Preliminary Pages and Page Numbering

Preliminary pages consist of title page, approval page, abstract page (executive summary), and table of contents. When present, they appear in the order listed.

Title Page

The first page of the manuscript is the title page and should be numbered “1” using an Arabic style number in the upper right hand corner ½” from the top edge and 1” from the right edge of the paper. Left justified and on the same line as the page number include the words: “Running Head:” followed by an abbreviated (<= 50 characters and spaces) title of the paper in ALL CAPS. This is the only time an all caps heading is used in an APA compliant manuscripts. Align the running head 1” from the left margin and ½” from the top of the page. On subsequent pages of the manuscript do not show the words “Running Head;” just show the ALL CAPS abbreviated title (left justified) and the page number (right justified) on the top line, ½ inch from the top of the page with 1 inch left and right margins.

Center the title of the manuscript horizontally 2 ¼ “ from the top of page with, at least, 2” left and right margins. Double space the title if it occupies more than one line. Double space and then enter the author's name in the format first name, middle initial a period, and last name. Double space and enter the Course identification information, for example: “MBA630.1 – Organizational Behavior.” Double space and enter the date the manuscript was submitted. (Note this is a deviation from APA 6th publication requirements but it facilitates course management.)

An author's note should not appear on the title page unless the instructor expressly requires it and in those cases the instructor will specify the contents of the note. For examples of title pages see the title page of this guide for strict APA 6th and then see Appendix A for modifications of strict APA 6th to be used for course work submittals. If you wish to acknowledge special support and the assistance of others in the project, with your instructor's permission, add an *author's note* at the bottom of the title page. *Use running headings and page numbers in your papers by utilizing the heading function of your word processor.*

Abstract and Approval Page

Approval pages are optional for Capstone Projects and not required otherwise; when an approval page is present, the Executive Summary will begin on page 3. Abstracts are not required unless specifically required in writing by the instructor. Capstone projects require an executive summary, this substitutes for the abstract. When writing abstracts, use active voice but avoid the use of the words I and we in the abstract. When required, the title of the article (main heading format), a double space, and a double spaced abstract of 120 words or less should appear on page 2. *For executive summaries, the limitation on the length of the summary is two double spaced pages starting on page 2 and ending on page 3. An executive summary is required for the MBA Capstone project.*

Table of Contents Page

If a table of contents is included it should be on the page following the abstract and numbered accordingly. When present, the page should begin with the title of the manuscript 1" from the top of page in APA 6th heading level 1 format (it should read the same as it reads on page 1 except for location on the page). Next, double space and type the words "*Table of Contents*" in APA 6th heading level 1 format centered on the page with a double space between it and the manuscript title. The first entry in the table of contents should appear after another double space. Use the table of contents of this document as an example. *A Table of Contents is required for the MBA Capstone Project.*

Page Numbering

The body of the article does not begin on a preset page given the varying requirements for preliminary pages. Placement of page numbers shall be the same as prescribed for page 1 (top right corner). Avoid the use of the word "page" or "p." – everyone already knows it's the page number.

Back Pages

Place back pages in the following sequence: endnotes, references, appendixes, tables, and figures. Page numbers on back pages are a continuation of the sequence employed in the body of the manuscript. Tables and figures *should not* appear in the body of the manuscript. Use main heading level format to identify back pages and use hard page breaks between each.

Endnotes

Do not use footnotes, except in tables, figures, and on the title page. When notes are necessary, use endnotes but even then use them sparingly and keep them short. Do not confuse endnotes (or footnotes) with citations; citations are used to identify the source of your material in a research paper. Double space endnotes and use 12 point Times New Roman.

Appendixes

Present lengthy but essential methodological details, such as explanations of the calculation of measures, in an appendix or appendixes. Presentation should be concise but not abbreviated. If there is a single appendix entitle it **Appendix**, typed in first level heading format, centered (APA Level 1); multiple appendixes are entitled **Appendix A**, **Appendix B**, etc. When you have multiple appendixes, put each on separate pages, separated by hard page breaks.

Biographical Sketches

In certain cases you may be asked to provide a biographical sketch. When requested submit a biographical sketch of 50 words or less. It should indicate where the highest degree was earned, present affiliation and position, and current research interests. The biographical sketch should be the last page of the manuscript and the page should be headed: **Biographical Sketch** in first level heading (APA Level 1) format. Use 1 inch margins. Example:

Biographical Sketch

Jane Doe earned her BA degree from Piedmont College in 2001 and is currently a student at Piedmont College pursuing a Master of Business Administration degree. Ms. Doe's MBA curriculum concentrates on Managerial Leadership. Ms. Doe works for Johnson & Johnson's Ethicon Plant in Cornelia, GA.

Avoiding Sexist and Other Biased Language

Authors should avoid terms or usages that are denigrating to ethnic or other groups or that may be interpreted as such. Be particularly careful in dealing with gender, where long-established customs, such as the use of "he" as a generic pronoun ("a manager... he"), can imply gender-based discrimination. Using plural pronouns – changing "the manager... he" to "managers... they"-is preferred. You can read more about how to do this in the section on *Grammar and Style*

Using the First Person and Active Voice

Vigorous, direct, clear, and concise communication should be the objective of all of your writing. Use of the first person ("I" or "we") and the active voice furthers that objective. Using the active voice not only conforms to APA, the use of active voice improves business communications in general. Never write in the third person. Examples:

Two of the four items were found to lack factor validity by Earley (1989). [Passive Voice]

Earley (1989) found that two of the four items lacked factor validity. [Active Voice]

Three new items were developed. [Passive]

We developed three new items. [Active, first person]

The following was the actual first sentence in a competitive improvement plan submitted as partial fulfillment of the course requirements in a business course a few years ago.

“The market in which Kroger competes in is definitely a highly competitively industry.”

APA style improves the sentence as follows

Kroger competes in a highly competitive industry.

Use past tense verbs to report findings from literature reviews. Remember that the words “data” and “phenomena” are plural, therefore, use plural verbs when constructing sentences using these words. Conversely, “datum” and “phenomenon” are singular.

Grammar and Style

Avoid colloquial expressions such as “y’all” and “ain’t.” Try to avoid one sentence paragraphs; however, with short papers the introduction may be a one sentence paragraph. Do not use pronouns unless the antecedent is in the same sentence. Avoid personifications and anthropomorphisms; in other words, avoid describing inanimate entities (businesses, theories, models, etc) as acting in ways that only humans can act. Try to avoid pronouns that are singular and gender specific; instead use plural, gender inclusive pronouns (e.g., use “their” instead of either “his” or “her”). Restrict the use of “we” to refer only to yourself and your co-authors. This is a painless way to avoid sexist language.

Use lowercase letters in parentheses for serialization within a sentence. When serializing paragraphs, use Arabic numbers without parentheses (APA 6th, 2010: 63).

Hypotheses

Any hypotheses should be explicitly identified as such. State each hypothesis that is separately tested in your analyses separately and give it a distinct number.

Variables

When reporting the results of primary research, the names of constructs and variables should be in ordinary words; do not use abbreviations, acronyms, or code names. Use the same name for each variable in your text, tables, and figures.

Headings

Do not use an initial heading, such as "Introduction," (everybody already knows that the first paragraph is the introduction), and headings should not be numbered. Use 12 point fonts and bold text for all headings (the bold part is now APA 6th). Do not use a period following a level-1, level-2, or level-3 heading, however, you should use a period for level-4 & level-5 headings. Always double space between heading and text for level-1, level-2, & level-3 headings. When your text follows a heading that ends with a period it should begin on the same line as the heading. Three levels of headings should be sufficient for papers submitted for business school course work of forty pages or less. For short manuscripts (e.g., 5 – 10 pages), only one or two heading levels should be sufficient to capture the underlying outline. If only one level of headings is required use APA heading level-1. If two levels are required, use level-1 and level-2; if three levels are required then use levels -1, -2, and -3. Just as in outlining, when a section of text is divided, there should be at least two subsections.

Level-1 headings (APA Level 1) should be used to designate the major sections of a manuscript; three or four main headings should be sufficient for most manuscripts. Center main headings and type them **bold** with major words beginning with capitals; this is called title case. An example is shown below.

Level-2 headings (APA Level 2) should be left justified and typed in **bold using title case**.

Level-3 headings (APA Level 3) should be indented ½” and typed in **bold using title case**. A third-level heading is shown below.

Heading Level-1

Heading Level 2

Heading Level-3

The text of the paragraph proceeds from this point

Heading Level-3

The text of the paragraph proceeds from this point

Heading Level 2

...

For the student whose manuscript must contain four or more heading levels see pages 62 & 63, APA 6th. In a major change from the 4th edition, and consistent with the 5th edition, APA

6th edition, continues to specify italics in place of underlining in headings and in the references section. One might successfully argue that 5th refers to the quantity and nature of the beverage consumption that occurred during the writing of APA 5th chapter 3 but APA 6th has eliminated those problems but in consistent form has made the headings appearing on the title page completely inconsistent with all other headings. I think they are still drinking something that comes in a 5th.

Tables and Figures

Useful tables and figures do not duplicate the text; they supplement and clarify it. Because tables and figures consume considerably more space than text, carefully consider what they add to your manuscript's impact. Do not place more than one table on a page. Number tables and figures consecutively (one series for tables, one for figures) from the beginning to the end of the article, e.g., the first table referenced in the body of the manuscript is Table 1.

Table Checklist

1. Left justify the word Table (using title-case) and the Arabic number of the table.
2. Left justify the substantive title (in title-case) under the word Table.
3. Report the results of only one type of analysis in each table.
4. Range headings across the top of the table. Be sure every column has a heading. Do not add new headings in the body of the table.
5. Do not use abbreviations or computer code names for variables. Use the same names you used in the text.
6. Use only two decimal places for statistics.
7. For most articles reporting research findings, the first table should report descriptive statistics, including means, standard deviations, and a full correlation matrix. Correlations should fill the lower-left corner of the table.
8. To distinguish some numerals (for instance, to indicate which loadings define a factor), boldface type can be used. Do not use this option when other conventions, such as footnotes, are sufficient.
9. Use plain type in capital and small letters-no italic or bold, except as noted above.
10. Designate a general footnote that explains the whole table or a column, row, or item with a superscript small letter (a, b, c.)
11. Place footnotes indicating levels of significance under general footnotes. However when reporting p values the exact p-value should be reported rather than the now customary "p <". Use the format below when describing groups of variables in a table:
+ $p < .10$, * $p < .05$, ** $p < .01$, *** $p < .001$

Note that each level can be on the same line, unlike strict APA.

Figure Checklist

1. Left justify the word Figure (title-case) and the Arabic number of the figure.
2. Left justify the title (in title-case) under the the word Figure.
3. Spell out all words in the body of the figure.
4. Use the same variable names you used in the tables and text.
5. Avoid stacking words or numbers (listing characters vertically).
6. Make sure lines and graphic elements are crisp and clear.
7. Use letters for footnotes, as in tables.

Citations and References

Citations

Giving proper credit to the sources of original ideas and previous work is an important aspect of good scholarship. Inappropriate or inaccurate citations do not do justice to the authors cited and can be misleading to readers. As a general rule, undergraduate research papers should contain at least one citation for each paragraph; graduate work should cite every sentence when paraphrasing. A tendency and a desire to cite ones own previous or current work is understandable. However, excessive use of self-citations is more distracting than useful. Citations should be made in the text by enclosing the cited authors' names and the year of the work cited in parentheses. Example:

Several studies (Adams, 1974; Brown & Hales, 1975, 1980; Collins, 1976a, 1976b) support this conclusion.

Please note that the citation list is in alphabetical order and ampersands are used instead of spelling out the word "and." Also note that two or more works by the same author (or by an identical group of authors) published in the same year are distinguished by "a," "b," etc., added after the year. Citations to the source of a direct quotation must give a page number or numbers; page numbers must also be cited when paraphrasing, or summarizing specific arguments, or summarizing the findings of authors especially when those findings are controversial. Page numbers follow the date of publication and are separated from it by a colon and one space. Example:

Adams (1974: 3) has said that writing a book is "a long and arduous task." (Note: the inclusion of the author's name in the sentence eliminates the need for the name in the citation. Subsequent sentences in the same paragraph that include the author's name do not require the parenthetical year in the sentence).

Electronic document page number citations pose special problems; these are addressed under electronic documents in the references section below. If a work has two authors, give both names every time the work is cited in the text. If a work has between two and six authors, list all authors the first time it is cited in text, then in all citations thereafter use "et al." for authors 2, 3, 4, 5, and 6. For more than six authors, use the "et al." form for the first citation and subsequent

citations. Any time the “et al.” form is used the matching reference on the references pages should list all of the authors. Examples:

“Few field studies use random assignment (Franz, Johnson, & Schmidt, 1976: 23).” The preceding shows the citation format for the first citation to the reference. The same sentence would look as follows if it were the second time we had cited the reference: “Few field studies use random assignment (Franz, et al., 1976: 23)”.

When including tables and figures from *another* work, insert the word “Source:” at the bottom of the table/figure followed by a reference formatted like the entries in the references section as described below. Example:

Source: Frank, M. & Gilovich, T. (1988). The dark side of self- and social perception: Black uniforms and aggression in professional sports. *Journal of Personality and Social Psychology*, 54 (1), 74-85.

References

Include a list of the works you have cited; do not include references to works you have not cited in the manuscript. Sources of figures and tables should be included in the references section. Alphabetize references by the last name of the author (the first author) or the editor, or by the name of the corporate author (for instance, U.S. Census Bureau) or periodical (such as, *Wall Street Journal*) if there is no individual author or editor. Several works by an identical author (or group of authors) are ordered by year of publication, with the earliest listed first. If the years of publication are also the same, differentiate entries by adding lower case letters ("a," "b," etc.) after the years. Authors' names are repeated for each entry. This list should begin on a separate page headed **References**. (the words Appendix B should not appear anywhere in the page heading.) The format for references should be double spaced ½ inch hanging indent format. Publication titles should be in italics, before word processors most style guides prescribed underlining. Titles are written in sentence case in the references section and titles are written in title case in text.

Book Entries

Book entries follow this form: Authors' or Editors' Last Names, Initials. Year. *Title of book*. (Book titles are italicized and typed in lowercase letters except for the first letter of the first word and the first word after a long dash or colon). City Where Published, State or Country (add state abbreviation only if needed to identify the city, and use U.S. Postal Service abbreviations for states): Name of Publisher. Please note and follow the punctuation used in these and subsequent examples:

Boulding, K. E. (1956). *The image*. Ann Arbor: University of Michigan Press.

Kahn, R. L., & Boulding, E. (Eds.). (1964). *Power and conflict in organizations*. Glencoe, IL: Free Press.

Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations* (2nd ed.). New York: Wiley.

U.S. Department of Labor Statistics. (1976-83). *Employment and earnings*. Washington DC: U.S. Government Printing Office.

Periodical Entries

Periodical entries follow this form: Authors' Last Names, Initials. Year. Title of article or paper (in lowercase letters except for the first letter of the first word and the first word after a long dash or colon). *Name of periodical*, volume number (issue number if needed): page numbers. Examples:

Frank, M. & Gilovich, T. (1988). The dark side of self- and social perception: Black uniforms and aggression in professional sports. *Journal of Personality and Social Psychology*, 54 (1), 74-85.

Fry, L. W., & Slocum, J. W., Jr. (1984). Technology, structure, and workgroup effectiveness: A test of a contingency model. *Academy of Management Journal*, 27, 221-246.

Goggin, W. C. (1974). How the multidimensional structure works at Dow Corning. *Harvard Business Review*, 55(1), 54-65.

Issue numbers for periodical entries should follow the form shown below in the *Wall Street Journal* example. They should be used *only* if a periodical's pages are not numbered consecutively throughout its volumes, that is, if each issue of the periodical begins with a page number 1. If an article in a periodical has no author, treat the name of the periodical like a corporate author, in both the citation and reference. Examples below:

There is fear that Social Security rates may rise (*Wall Street Journal*, 1984). (in text citation)

Wall Street Journal. (1984, September, 24). Inflation rate may cause social security increase, 14. (reference)

Book Chapters

Chapters in books follow this form: Authors' Last Names, Initials. Year. Title of chapter (in lowercase letters except for the first letter of the first word and first word after a colon). In Editors' Initials and Last Names (Eds.), *Title of book*: page numbers. City Where Published, State or Country (only if necessary to identify the city): Name of Publisher. Note the difference in the format of page numbers when the reference is to a book chapter versus a periodical. Examples:

Berg, N. A. (1973). Corporate role in diversified companies. In B. Taylor & I. MacMillan (Eds.), *Business policy: Teaching and research* (pp. 298-347). New York: Wiley.

Roberts, F. S. (1976). Strategy for the energy crisis: The case of commuter transportation policy. In R. Axelrod (Ed.), *Structure of decision* (pp. 142-179). Princeton, NJ: Princeton University Press.

Unpublished papers, dissertations, etc.

Unpublished papers, dissertations, and presented papers should be listed in the references using the following formats:

Duncan, R. G. (1971). *Multiple decision-making structures in adapting to environmental uncertainty*. Working paper no.54-71, Northwestern University Graduate School of Management, Evanston, IL.

Smith, M. H. (1980). *A multidimensional approach to individual differences in empathy*. Unpublished doctoral dissertation, University of Texas, Austin.

Wall, J. P. (1983). *Work and nonwork correlates of the career plateau*. Paper presented at the annual meeting of the Academy of Management, Dallas.

Electronic documents

Electronic document references should follow the form: Authors' Last Names, Initials. Year. Title of article or paper (in lowercase letters except for the first letter of the first word and the first word after a long dash or colon). *Name of periodical*, volume number (issue number if needed): page numbers. In addition, include the address (uniform resource locator [URL]) and date retrieved. Of the elements listed, the URL is the most important – if it doesn't work, the electronic citation isn't valid. Also note the difference between electronic documents based upon printed sources versus electronic documents that exist only on the Internet. The date-accessed and URL are necessary for reference information only for documents that exist in electronic form only, unless the printed and electronic versions differ in content. Conversely, inclusion of retrieval date and time information is required if the article is different from the print version, if the article is subject to change, or if the location of the article is subject to change; in other words, if the reference is retrieved online, then supply the URL address and supply the date/time accessed information – this practice is the only way you can insure that your written work remains compliant with APA 6th norms.

The most common reason for URL failures is incorrect transcription. To avoid transcription errors, cut and paste the URL directly from your browser to the reference section in your paper. Microsoft Word automatically underlines URL addresses. The following constitutes the only exception to APA: Underline the complete URL using Word's standard functionality where possible. This makes it quite easy to test the validity of the URL (e.g., double click on the URL on any computer connected to the Internet). It is equally acceptable for the URL to appear in the color blue, indicating that MS Word recognizes the character string as a URL except for FTP addresses.

To cite electronic documents other than those found on the Internet, see chapter 6, of the APA Publication Manual, 6th edition. Do not punctuate at the end of the URL path. Break URLs after a slash or before a period. Do not insert a hyphen at the break; stray punctuation confuses computers. The URL should lead directly to the article (e.g., not just to the journal or web site

where the journal resides. Citations to electronic documents within the text of your paper are as previously described for books and journals. References use the following formats for periodicals that appear both in print and online when you viewed the online version:

Author, I. I. (2001). Title of article [Electronic version]. *Name of Periodical*, xx, 125-130.

If the printed version is not the same as the online version and you cite the online version, then your reference should read as follows:

Author, J. J. (2001). Title of article. *Name of Periodical*, xx, 125-130. Retrieved March 24, 2001, from <http://www.any.com/article.html>

In an Internet periodical, volume, issue numbers, even page numbers often are not relevant. Sometimes, only the name of the periodical can be provided in the reference. If the citation is to article 1 in volume 3 of an Internet-only journal then the format should be as follows:

Author, K. K. (2001, March 7). Title of article. *Name of Periodical*, 3, Article 1. Retrieved March 24, 2001, from <http://www.any.com/article.html>

If the article, in the Internet-only journal, is retrieved via FTP instead of with a web browser then the citation should read:

Author, L. L. (2001, March 7). Title of article. *Name of Periodical*, 3, Article 1. Retrieved March 24, 2001, from <ftp://ftp.any.com/article.whatever>

For a book chapter, based upon a printed source, the format is as follows:

Author, M. M. & Author, N. N. (2000). Title of book chapter [Electronic version]. In *Title of Full Work*.

The DOI System

The DOI system was developed by a group of international publishers to provide a means of unique identification for managing information on digital networks. The system provides two critical functions: each article is uniquely identified and imbedded in the DOI number is a code that directs researchers to content, regardless of where the content resides. DOI could be thought of as an ISBN for periodicals. The publisher assigns the DOI number when the article is published and made available electronically. DOI numbers are not required in the reference section when students are directed to use this style guide. If you would like to read further on this topic, see page 188 of APA 6th. See the following example of a periodical reference that includes DOI:

Frank, M. & Gilovich, T. (1988). The dark side of self- and social perception: Black uniforms and aggression in professional sports. *Journal of Personality and Social Psychology*, 54 (1), 74-85. doi: xx.xxxxxxxx

Piedmont College Library Electronic Resources

For your convenience, you may perform research activities using Piedmont College's electronic resources. The GALILEO databases, which are made available to all students enrolled at Piedmont College, provide access to refereed journals appropriate to the tasks that would be given undergraduate and graduate researchers. The GALILEO databases appropriate for most business research are listed under the *Business and Economics* section of GALILEO and include ABI-Inform, Business Dateline, and Business Source Elite. Access GALILEO via the library's web page <http://library.piedmont.edu/> The GALILEO homepage link is the first one listed on the GALILEO & Electronic Resources page. Use of these resources pose some special problems when the need to cite a page number arises. In several of the GALILEO databases the documents appear in more than one format: portable document format image (.pdf) and full text (html). If a researcher cites a page number from an article as it appears in pdf format it will appear the same as it would if the student referred to the article in a printed format. If the citation is to a page number appearing on a document formatted in html, the page number will correspond to a printout out of the html but not to the printed document. To alleviate confusion, page numbers appearing in a citation must correspond to the page-numbering scheme employed in the document identified in the reference section. Multiple format documents appearing in a database may be distinguished in the following manner.

Author, P. D. (2001). Title of article. *Name of Periodical*. Available: (GALILEO)
<http://www.galileo.peachnet.edu> Business Dateline, pdf. Accessed: 25 March 2001.

Author, R. W. (2001). Title of article. *Name of Periodical*. Available: (GALILEO)
<http://www.galileo.peachnet.edu> Business Source Elite, htm. Accessed: 25 March 2001.

Note the special formats for documents accessed through GALILEO. See Appendix B for a consolidated list of all examples used to illustrate a properly constructed reference section.

Conclusion

The following sections of APA 6th are particularly useful to students:

- Quotations (Sections 6.03 – 6.10)
- Examples of Reference Citations (Section 6.11 – 6.32)
- Manuscript Preparation Instructions (Chapter 2)
- Sample Paper and Outlines (Figures 2.2 & 2.3)
- Reference Examples (Chapter 7)
- Writing clearly and concisely (Chapter 3)
- Mechanics of writing style (Chapter 4)

Pay careful attention to the details of this style guide when preparing manuscripts for submission to your professors. Your adherence to these guidelines will expedite and enhance both grading and your grade.

Appendix A

In order that the sample cover page not be distorted by the words Appendix A, page numbers etc. the sample is on the following page.

(About (2 1/4 inch top margin)



(Title is typed in title case but not bolded)

Style Guide for Written Work in the PC MBA Program

Based Upon the American Psychological Association

Publication Guide (APA), 6th edition

Edward C. Taylor

MBA630.1 - Organizational Behavior

1 April 2010



(approximately 7 1/4 inches from the top of page)

Author Note

(Author Note generally not required for coursework)

Appendix B

In order that the sample page not be distorted by the words Appendix B, page numbers etc. the sample is on the following page.

References

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Appendix C

It is a very simple process to set up *Running Heads* and *page numbers* when using Microsoft Word (2007 & 2010) by following these steps:

1. Open a new document.
2. Hit <CTL Enter> to insert a second page.
3. Register your cursor in the heading area of the first page
4. Click “INSERT” on the top line menu; then click “Header”
5. Select and click on “Blank with 3 columns”
6. Click on the check box for “Different First Page”
7. Click on “Header” again (note: it moved) and select & click on “Blank with 3 columns”
8. Highlight {Type text} in the left column and type: Running Head: AN ABBREVIATED
HEADING IN ALL CAPS.
9. Click on and delete the typing boxes for the left and center column and register your cursor to
the right of the right hand typing box.
10. Click on insert page number / click on “from current position” then select “plain number.”
11. Scroll down to the second page header area.
12. Click on the left typing box and type: AN ABBREVIATED HEADING IN ALL CAPS.
(Note you have not typed the words “Running Head:” on page two.
13. Repeat steps 9 and 10.
14. You can now save the shell document for an APA 6th edition title page.

Reporting Business Statistics in APA 6th Edition Style

Supplement to the WSB Style Guide

Edward C. Taylor, PhD in Business Administration

The rules outlined below are best thought of as “communication rules,” as opposed to the notion that these rules are merely “style.” These APA (6th edition) conventions insure that the readers can fully understand the outcomes as measured by others and can replicate the results, should they choose to do so. For instance, reporting a mean without, at the very least, reporting a corresponding measure of dispersion, e.g., standard deviation is meaningless babble. The sentences used as illustrations convey the minimum information in a common format that business researchers are accustomed to reading. Thresholds for significance levels commonly used in business research reports are usually “ $p < .05$ ” and “ $p < .01$ ” but occasionally “ $p < .1$ ” or “ $p < .001$ ” may be useful depending upon the data set. When reporting results in tables the probability note specifying probability ranges is still permissible under APA 6th (p. 139) but when reporting results in text, given the advances in statistical software, exact p values must be reported using at least two and no more than three decimal places. For instance, if you are using a threshold for significance of “.05” and your test result is “.08” which is quite different from a p value of say “.48” then reporting that the finding was not significant ($p = ns$ [APA 5th]) is less informative than reporting that the results of the test was not significant ($p = .08$). Finally, pay close attention to the example sentences, because APA 6th is very precise when it comes to the use of *italics* and spacing. Do not report ranges below $p < .001$ in tables. When reporting in text, always italicize the p and *do not* use a period.

Present **Mean and Standard Deviation** values in parentheses. The example shows the exception, it seems that there must always be an exception:

For managers who scored below the median on role definitions (i.e., managers who defined mentoring as extra-role behavior), the mean score of 4.35 ($SD = .91$) for mentoring among those who reported high levels of procedural justice was much higher than for those who reported low ($M = 2.85$, $SD = .88$) procedural justice.

Report **Percentages** in parentheses with *no decimal places*:

Nearly half (49%) of the managers were married.

Report **Chi-Square** statistics by showing degrees of freedom and sample size in parentheses. Following that, report the Pearson chi-square values and p value with each rounded to two decimal places:

The percentage of managers that were married did not differ by gender, $\chi^2(1, N = 82) = 0.91, p = .03$.

Based upon:

American Psychological Association (APA). (2010). *Publication manual of the American Psychological Association* (6th ed.). Washington, DC: Author.

Report **T Tests** by showing the degrees of freedom in parentheses. Following that, report the t statistic and the significance level with each rounded to two decimal places.

There was a significant effect for cross gender dyads, $t(82) = 5.75, p = .009$, with males bosses receiving higher scores than female bosses.

ANOVAs, may be performed as a one-way-ANOVA or a two-way-ANOVA depending upon the data set and test performed. The requirement for reporting F-test results is similar to reporting t-tests but there are two degrees-of-freedom numbers to report. Report the between-groups degrees of freedom, and then, following a comma, report the within-groups degrees of freedom. Then report the F statistic and significance level with each rounded to two decimal places.

There was a significant main effect for the mentoring, $F(1, 982) = 8.92, p = .02$, and a significant interaction with cross gender bosses, $F(2, 145) = 3.13, p = .04$.

Verify **Correlations** by calculating the Pearson correlation. Report correlations by showing degrees-of-freedom ($N-2$) in parentheses and then significance level with each rounded to two decimal places:

Distributive justice and procedural justice were highly correlated ($r(98) = .83, p = .005$), though the magnitude of this correlation is comparable to what has been reported in other studies of the justice-OCB relationship (e.g., Konovsky & Pugh, 1994; Niehoff & Moorman, 1993).

Regression results can be reported either in a table or in text; but the chosen format must supply the same information. Report the results of regression analysis in the text by utilizing the following format. First report the results of the F-test of equation significances described below; including r-square, degrees-of-freedom, and p value. You must also report the beta, the sign of the beta, the t-test data (degrees-of-freedom ($N-k-1$)) and the corresponding significance level.

When the role definitions variable was regressed on the three justice variables, the equation was significant ($F(2, 95) = 13.52, R^2 = .22, p = .007$) and procedural justice was responsible for this effect ($\beta = .38, p = .07$). The positive sign on the beta for procedural justice suggests managers were more likely to define mentoring as in-role behavior when they experienced greater procedural justice.

Tables are useful if you find that a paragraph has almost as many numbers as words. If you do use a table, do *not* also report the same information in the text. It's either one or the other.

Table 1

Descriptive Statistics and Intercorrelations Among Study Variables.

	M	S	1	2	3	4
1. Mentoring	3.54	0.84	(.94)			
2. Role definitions	2.60	0.80	.26**	(.83)		
3. Distributive justice	2.80	1.25	.57**	.42**	(.95)	
4. Procedural justice	3.13	1.24	.64**	.46**	.83**	(.94)

Note. Data were collected from 98 subordinates and their managers. The alpha internal consistency reliability coefficients appear in parentheses along the main diagonal. The subordinates completed the mentoring scales; the managers completed the measures of role definitions, distributive justice, and procedural justice. Role definitions was coded so that higher scores reflect the perception that mentoring is in-role behavior and lower scores reflect the perception that mentoring is extra-role behavior.

* $p < .05$

** $p < .01$

Table 2

Tests of Mediation and Moderation.

Variables	<u>Mentoring</u>		<u>Role Definitions</u>		<u>Mentoring</u>	
	B	R ²	B	R ²	B	R ²
Role Definitions					.263**	.07**
Distributive justice	.124	.41**	.099	.22**	.129	.42**
Procedural justice	.536**		.382**		.555**	
Role Definitions X Distributive Justice					1.722	.52**
Role Definitions X Procedural Justice					-2.973**	
	F(2,95) = 33.52**		(F2,95) = 13.29**		F(5,92) = 19.60**	

Note.

**p* < .05

***p* < .01