TECHNICAL FORMATTING OF WRITTEN ASSIGNMENTS  
(Bachelor programme of Business Administration)

In this document the aspects of technical formatting of written papers in School of Economics and Business Administration are summarised. You need to follow these requirements for example in your future “Research paper”, in course “MJ00.00.034 Introduction to studies” and home works in other classes. Most of the formatting is based on APA (American Psychological Association) style http://www.apastyle.org/. To draw your attention to certain parts bold font is used. Aspects that have proven to be most difficult for students are marked with red. Blue colour emphasises parts that are different from APA requirements but are expected at School of Economics and Business Administration.

The purpose of standardized formatting is to ensure consistency and ease of reading every document. It also allows comparing different students’ work more effectively. You don’t have to memorize all the rules! The important part is to learn how to find the information.

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The material is compiled based on following sources:

• Guidelines for writing a research paper (bachelor programme of business administration)
• Peggy M. Houghton and Timothy J. Houghton. APA: The Easy Way, 2009
• Kost, C. P. Student quick reference success guide to writing in the APA 6th edition style, 2015
• http://psych.utoronto.ca/users/reingold/courses/resources/handouts_apa/TablesFigures1.pdf
• web.cortland.edu/.../APA%20Making%20Tables%20and%20Figures.pdf
• http://web.mit.edu/academicintegrity/citing/whatandwhy.html

Anne Aidla
## Structure of the Research paper and its formatting differences from APA

<table>
<thead>
<tr>
<th>APA document</th>
<th>Research paper at School of Economics and Business Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title page</td>
<td>Title page + overleaf</td>
</tr>
<tr>
<td>Abstract</td>
<td>Table of contents</td>
</tr>
<tr>
<td>Introduction</td>
<td>Introduction</td>
</tr>
<tr>
<td>Method</td>
<td>Theoretical part (Chapter 1, Subchapters 1.1., 1.2 etc.)</td>
</tr>
<tr>
<td>Results</td>
<td>Empirical part (Chapter 2, Subchapters 2.1., 2.1. etc.)</td>
</tr>
<tr>
<td>Discussion</td>
<td>Conclusion</td>
</tr>
<tr>
<td>References</td>
<td>References (numbered)</td>
</tr>
<tr>
<td>Tables</td>
<td></td>
</tr>
<tr>
<td>Figures</td>
<td></td>
</tr>
<tr>
<td>Appendices</td>
<td>Appendices (if necessary) (single-spaced)</td>
</tr>
</tbody>
</table>

Explanations to the table:

- Title page consists of (see an example in appendix on page 16):
  - Name of the university, name of the faculty, name of the school
  - First and last name of the author (in that order)
  - Title of the paper
  - Type of work (Research Paper)
  - Supervisor of the paper (with the position)
  - Name of the place where the work is defended and year

NB! Running head starts from page 2 (meaning that it is not provided on title page).

- Overleaf – **the other side of the title page** with important signatures and dates. See the form in appendix on page 17.

- There is no need for an abstract in the Research paper. Instead a table of contents is required.

- All tables and figures are placed within the text of the Research paper. Their formatting is slightly different from APA requirements. See pages 6 and 8.

- The headings of the chapters (titles and subtitles) should be numbered.

- Reference list should be numbered.

- Appendices should be single-spaced.
How crucial role teachers’ personality plays in the effectiveness of their work was already actively researched as much as 50 years ago (e.g. Barr, 1960; Peck, 1959 etc.). Considering the importance of personality traits among teachers, society members have high expectations of teachers. Therefore, it is important to know the extent to which teachers’ personality traits are in accordance with these requirements.

Previous research shows that some personality traits are more suitable for certain occupations (Dakin, 1994; Brody & Ehrlichman, 1998) and this is true also for teachers (Talbott, 2005; Beishuizen, Hof, Van Putten, Bouwmeester, & Asscher, 2001). What is more, individuals with some personality characteristics are more attracted to certain occupations (Rubinstein & Strul, 2007; Tokar, Fischer, & Mezydlo-Subich, 1998). This kind of predisposition is also noticed by teachers (Harris, Vernon, Johnson, & Jang, 2006). Consequently, according to their personalities, individuals first find an occupation that they…
**How to make headings?**

Headings are used to organize your paper. In student works it is usually sufficient to use two levels of headings. First level headings are for chapter titles and second level headings for subchapter titles. There should be at least two subheadings per chapter (e.g. 2.1. Sample and methodology and 2.2. Results and discussion). Each level of headings has its own formatting requirements so that the reader can distinguish between headings. In a Research paper the headings should be **numbered**!

- First level heading formatting- **Centered**, **Bold**
- Second level heading formatting- **Left**, **Bold**

---

### 1. Characteristics of Leadership styles

This section includes information about the characteristics of each of the leadership styles addressed in this paper.

#### 1.1. Transformational Leadership

This section would include specific characteristics of the transformational leadership style. These are presented based on …

#### 1.2. Transactional Leadership

This section would include specific characteristics of the transactional leadership style. These are presented based on…

---

First assure that all your chapter titles are assigned as “heading 1” and subchapter titles as “heading 2”. This is important for doing table of contents (see next section).

Choose **Apply styles**→**Style name** (for example Heading 1)→**Modify**→**change Font to Times New Roman, Font size to 12, Font colour to black** etc. according to which formatting each level heading requires.

---

Anne Aidla
How to make a table of contents?

- First assure that all your headings are in place (first level title, heading 1, second level title, heading 2 etc.). This info was in previous section of this document.
- If the headings are done right you can do table of contents automatically
  - In word prior to 2007: Insert → References → Index and Tables → Table of Contents → OK
  - In word 2007, 2010, 2013: References → Table of Contents → Insert table of contents
- Choose Show Page Numbers in the dialogue window, align the numbers right (Right Align Page Numbers), create dots between the numbers and headline (Tab Leader), format the Table of Contents to From Template format. Finally, Show Levels to choose how many headlines will be shown in the hierarchy.

NB! Pay attention to basic editing (double spaced, Times New Roman 12pt) See an example below.

```
Introduction ................................................................................................................. 2

1. Leadership style and its role in uncertain times ...................................................... 3
   1.1. Perception of uncertainty and impact of economic recession ............................... 4
   1.2. Leadership style and its impact on organization during uncertain times .......... 5

2. Leadership style in Swedbank Group IT Baltic region ........................................... 6
   2.1. Introduction to Swedbank Group IT and methodology of survey .................... 7
   2.2. Perceived leadership style in Swedbank Group IT Baltic region ...................... 8

Conclusion .................................................................................................................... 9

List of references ......................................................................................................... 10

Appendices .................................................................................................................. 11

Appendix A. Structure of group units in Swedbank Group ........................................ 11
Appendix B. Description of the empirical research process ........................................ 12
```
How to make a table?

Tables offer a way to detail information that would be difficult to describe in the text. A table containing only a few numbers is unnecessary, whereas a table containing too much information may not be understandable. Tables should be easy to read and interpret. A table with two or fewer columns and rows should be presented in text format instead of a table.

- **A table should be placed near the first mention in the main text.** The table must be introduced in the text before it appears in the paper (e.g. as shown in Table 1... or ...(see Table 1)). Tell the reader what to look for, but only mention the major points of the table. There is no need to repeat all the information in the table.
- Number tables in the order they are first mentioned in text. Do not write “the table above” or “the table below.” Table number is always on the top of the table on a separate row, aligned left, not in italic. See on the example below.
- Ensure that your table title is brief but explanatory. **Italicize** the table title and place it below the table number on a separate row, aligned left. See on the example below.
- Please assure that the table fits on one page and within the margins of the paper.
- In APA the tables are double-spaced but as exception please use single spaced.
- Ensure each column has a heading.
- **Use horizontal lines in the table, no vertical lines!**
- Notes are placed below the table. For example information about abbreviations, units etc. See on the example below
- **ALWAYS add source to every table!!!** When you make a table based on your own collected data then use “Compiled by the author” or similar. See on the example below.
- The table number, title, notes, source and all the content of the table are in Times New Roman 12pt.

![Example Table 1](image)

**Table 1**

<table>
<thead>
<tr>
<th>Personality traits</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>extroversion</td>
<td>48.56</td>
<td>48.15</td>
</tr>
<tr>
<td>agreeableness</td>
<td>53.47</td>
<td>56.14*</td>
</tr>
<tr>
<td>conscientiousness</td>
<td>52.91</td>
<td>55.74*</td>
</tr>
<tr>
<td>neuroticism</td>
<td>46.66</td>
<td>43.97*</td>
</tr>
<tr>
<td>openness to experiences</td>
<td>48.00</td>
<td>54.18</td>
</tr>
</tbody>
</table>

* T-scores are statistically significantly different from Estonian standard sample

Notes: Source: author’s calculations

![Example Table 2](image)

**T-scores for personality traits in Estonian teachers**

<table>
<thead>
<tr>
<th>Personality traits</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>extroversion</td>
<td>48.56</td>
<td>48.15</td>
</tr>
<tr>
<td>agreeableness</td>
<td>53.47</td>
<td>56.14*</td>
</tr>
<tr>
<td>conscientiousness</td>
<td>52.91</td>
<td>55.74*</td>
</tr>
<tr>
<td>neuroticism</td>
<td>46.66</td>
<td>43.97*</td>
</tr>
<tr>
<td>openness to experiences</td>
<td>48.00</td>
<td>54.18</td>
</tr>
</tbody>
</table>

* T-scores are statistically significantly different from Estonian standard sample

Notes: Source: author’s calculations

![Example Table 3](image)

**Table 3**

In separate row, not italic, aligned left

In italic, aligned left

Each column has heading

No vertical lines!!!

Always add source

All table SINGLE-spaced, Times New Roman 12pt
NB! Please reformat the tables that you get from anywhere else. For example SPSS, Stata, reports etc. Leave only information that is needed and present it in reader friendly way!

### Correlations

<table>
<thead>
<tr>
<th></th>
<th>Control</th>
<th>Support</th>
<th>Role</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Spearman's rho</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Control</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Control</td>
<td>1.000</td>
<td>.176</td>
<td>-.246</td>
<td>.184</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.</td>
<td>.216</td>
<td>.082</td>
<td>.196</td>
</tr>
<tr>
<td>N</td>
<td>51</td>
<td>51</td>
<td>51</td>
<td>51</td>
</tr>
<tr>
<td><strong>Support</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Control</td>
<td>.176</td>
<td>1.000</td>
<td>.537</td>
<td>.237</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.216</td>
<td>.</td>
<td>.000</td>
<td>.094</td>
</tr>
<tr>
<td>N</td>
<td>51</td>
<td>51</td>
<td>51</td>
<td>51</td>
</tr>
<tr>
<td><strong>Role</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Control</td>
<td>-.246</td>
<td>.537**</td>
<td>1.000</td>
<td>.226</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.082</td>
<td>.000</td>
<td>.</td>
<td>.110</td>
</tr>
<tr>
<td>N</td>
<td>51</td>
<td>51</td>
<td>51</td>
<td>51</td>
</tr>
<tr>
<td><strong>Change</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Control</td>
<td>.184</td>
<td>.237</td>
<td>.226</td>
<td>1.000</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.196</td>
<td>.094</td>
<td>.110</td>
<td>.</td>
</tr>
<tr>
<td>N</td>
<td>51</td>
<td>51</td>
<td>51</td>
<td>51</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

### Table 2

**Correlation analysis of stressors**

<table>
<thead>
<tr>
<th></th>
<th>Support</th>
<th>Role</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Control</td>
<td>0.18</td>
<td>-0.25</td>
<td>0.18</td>
</tr>
<tr>
<td>Support</td>
<td>0.54**</td>
<td>0.24</td>
<td></td>
</tr>
<tr>
<td>Role</td>
<td>0.23</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Notes.** **correlation is significant at the 0.01 level**

Source: author’s calculations

### Age

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Valid</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percent</td>
<td>Percent</td>
</tr>
<tr>
<td>Valid</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>21</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>98.0</td>
</tr>
<tr>
<td>Total</td>
<td>51</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Figure 6. Age of respondents (%)

Source: author’s calculations

Anne Aidla
How to make a figure?
A figure is a graphic or pictorial representation, such as a chart, map, diagram, graph, photograph, artwork or line drawing. These figures may include pie charts, line charts, bar charts, organizational charts, flow charts, diagrams, blueprints, or maps. Make it simple. Complex diagrams that require lengthy explanation should be avoided unless they are an integral part of the research. NB! It is not allowed to make direct copy-paste of a chart, diagram or line drawing from another source. You have to draw it yourself.

- It is preferable that **figure is black and white**
- The figure must be introduced in the text **before** it appears in the paper e.g. As shown on figure 1..... or ....(see Figure 1). Tell the reader what to look for, but only mention the major points of the figure. There is no need to repeat all the information on the figure.

- **A figure should be placed near the first mention in the main text**
- Number figures in the order they are first mentioned in text. Do not write “the figure above” or “the figure below.” Figure number is always **below** the figure, aligned left, in **italic**. See the example below 1
- Ensure that your figure title is brief but explanatory. In case of numeric data please **add unit** after the title in parentheses. **Do not italicize** the figure title and place it on the same row as figure number, aligned left. See on the example below 2
- Please assure that the figure fits on one page and within the margins of the paper.
- Notes are placed below the figure. For example information about abbreviations, units etc. NB! The word “note” or “notes” is in italic.
- **ALWAYS add source to every figure!!!** When you make a figure based on your own collected data then use “Compiled by the author” or similar. See on the example below 3
- The figure number, title, notes, source and all the content of the figure are in Times New Roman 12pt, **double spaced** 4

![Black and white!](image)

**Figure 1.** Perception of teachers’ level of neuroticism according to the year society members graduated from secondary school (%)  
Source: author’s calculations

1. Italic
2. Same row, not italic
3. Always add source
4. All table double-spaced, Times New Roman 12pt
How to make a list?

- Each item on the list is punctuated at the end by a comma, semicolon, or period, depending on the grammatical structure of the list.
- The items can be single sentences or full paragraphs. Avoid very long items.
- **The source of the list is given before the list.**
- **Double spaced**
- Any symbol may be used for the bullets, although small circles or squares are typical software default.

Some organizations succeed better than others of planning among various combinations of uncertainty. This is due to differing patterns of response to environmental factors beyond the organization’s immediate control. There are four positions that are taken (Kreitner, 2009):

- defenders,
- prospectors,
- analyzers,
- reactors.
How to make in-text citations?
Citing work that is not your own in your paper is a vital aspect. It serves the following purposes:

- To show your readers that you have done your research
- To give credit to others for work they have done
- To point your readers to sources that may be useful to them
- To allow your readers to check your sources, if there are questions

Therefore, whenever you refer to another work, including but not limited to journal articles, books, websites, e-mail correspondence etc., an in-text citation must be included. All the sources brought out in the list of sources have to be referenced in the paper.

There are two possibilities of using other’s work:
1) Paraphrasing (rewording) other’s ideas. Note that the original text must change significantly!
2) Direct quotation. The wording of other source is used word for word. Quotation should be in the quotation marks and page number of the source should be added. (Smith, 2009, p. 8)

NB! When paraphrasing or quoting an author applies to only one sentence, the punctuation should be placed after the reference: (Robbins, 2008).
When paraphrasing or quoting an author applies to the whole paragraph, the punctuation should be placed before the reference: . (Robbins, 2008)

Usual types of in-text citations:

- One author- provide author’s last name and the publication year. Note that the author’s name and year are separated by comma. (Karsten, 2008)
- Two authors- both authors’ last names separated with symbol & and the publication year. Note that a comma is before year (Johnson & Klien, 2010)
- Three, four or five authors. List all the authors’ last names. Don’t forget & mark (Bowen, Simpson & Stewart, 2009)
- Six or more authors. List the first author and then et al. (Curtis et al., 2008)
- No author available. When citing a work with no author use the title of the work or the first few words of the actual reference page entry. Titles of books, periodicals, brochures and reports should be italicized (The mystery of leadership, 2008), while titles of chapters, articles, and webpage's should be noted in double quotation marks (“Leadership versus management,” 2008)
- No year available. Use abbreviation „n.d.” (for „no date”). (Smith, n.d.)
- Internet sources. If possible, cite an Internet site or document the same as any other document by using the author-date style. When author(s) is (are) not available use title of the document. When year is not available use (n.d.). For example, Hispanic men in corporate world. (n.d.).
- Secondary sources (when original source is not available, when citing a source within a source). Smith, White, and Black (2006) found that … (as cited in Pratt, 2008)

There are different opportunities where to place a citation.

- At the end

These three personality dimensions were also found to be correlated with other criterion-focused personality scales (Ones & Viswesvaran, 2001).
- In the beginning

Barrick and Mount (1991) found that extroversion predicted training success.
- In the middle

Despite evidence that intentions are the best predictors of behavior (Armitage & Conner, 2001; Kim & Hunter, 1983), many individuals who intend to quit their jobs do not.
Studies examining the influence of emotion on memory (Charles, Mather, & Carstensen, 2003; Kennedy, Mather, & Carstensen, 2004) have found that compared with younger adults, older adults recall proportionally more positive information and proportionally less negative information. Mather and Knight (2006) examined young and older adults’ abilities to detect happy, sad, angry, or neutral faces presented in a complex visual array.

Every citation should be found from the reference list (see yellow marks in example below). No Internet links within the text! If a source has no author use the title of the text or first few words of the first paragraph.

Example text

Ternopil region is located on the western part of Podil plateau. It borders Rivne, Chernivtsi, Ivano-Frankivsk, and Lviv oblasts. It represents 2.3% of Ukrainian territory with the surface 13,8 thousand squared kilometers. (Geography, 2010) This citation is about the whole paragraph as the dot is BEFORE parentheses.

Translating as “White Night”, the festival usually takes place on the second week of September. Inspired by Sant Petersburg “White Nights”, it is part of “White Nights Europe” that takes place in five capitals in Europe (White Nights Europe, n.d.). This citation is about the last sentence as the dot is AFTER parentheses.

Example reference list


Anne Aidla
How to make a reference list?
Every reference cited in the text should be listed on reference page(s). Even when you have read more materials while preparing your Research paper, homework etc. only those sources that have been cited in the text go to references list. References are a critical aspect of a paper since they allow readers to find sources cited in the text. It provides proper credit to authors for their work, which is why all information listed should be accurate and complete.

- References start at the new page
- The word „References“ is centred, not bold or italic!
- References should be in alphabetical order by author(s) last names.
- References should be numbered
- The reference list is double spaced, Times New Roman 12pt
- For two to seven authors, separate authors with commas and use & before the last author’s name.
- Hanging indents by references (at 0.5 inches = 1.27 centimetres). See an example at the end of this section.
- In case of no author(s) the first few words of the actual reference page entry should be used.
- In case of no year available use „n.d. (for „no date“)

Usual types of references are introduced next (for more options see our course book or Internet). Note where the parentheses and punctuation go! For example the reference should end with a dot.

Books – list author(s), publication year, title (NB! in italic), edition (if other than first), publishing information


Journals – list author(s), publication year, article title, journal title (NB! in italic), volume (NB! in italic), issue, page numbers


Magazines – list author(s), entire publication date, article title, magazine title (NB! in italic), volume (NB! in italic), issue, page numbers


Newspapers – list author(s), entire publication date, article title, newspaper title (NB! in italic), pages


Internet sources – list author(s), year, title (NB! in italic), and URL address (NB! Remove hyperlink). Don’t forget to write „Retrieved from“ before URL address. When author is not available use the first few words of the actual reference page entry. When year is not available use „n.d. (for „no date“)


Anne Aidla


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**What to do with sources that are not in English?**


If you are citing a work written in a non-Latin script (e.g., Chinese, Greek, Japanese, Russian), the reference must be **transliterated** into the English alphabet.

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Anne Aidla
How to make appendices?

- Appendices are pages at the end of the paper (after the references) with additional information. Appendices allow the author to include information that would be distracting to the reader if included in the body of the paper.
- Appendices include usually tables and figures (chart, graph, photograph, or line drawing etc.) which are more than half a page in length. For example, raw data, survey results, questionnaire questions, related correspondence etc.
- If only one appendix is included, it should be labelled “Appendix”. If more than one appendix is included, they should be labelled “Appendix A”, “Appendix B” etc.
- Each item should have its own appendix. For example:
  - Appendix A Letters of Consent
  - Appendix B Permission to Conduct the Study
  - Appendix C Institutional Review Board Approval
  - Appendix D Raw Data
- All appendices should be introduced in the text in the alphabetical order, e.g. appendix A must be referenced in the text first.
- The title of an appendix centred at the top of the page, Times New Roman 12pt. After skipping a line, include a title that describes what is in the appendix (Times New Roman 12pt)
- The page should have the same running header as all paper and also page number.
- Appendices should be single-spaced.
- ALWAYS add source to every appendix!!! When you make an appendix based on your own collected data then use “Compiled by the author”.

```
LEADERSHIP STYLE IN UNCERTAIN TIMES

Appendix C

Questionnaire of the survey as displayed to the respondent.

Dear colleague,
The given survey is combined in the frame of my Master thesis at the University of Tartu. Your responses contribute to better understanding of current leadership skills, values and expectations towards managers in Swedbank IT Baltic region. The outcome will be a framework to focus on in terms of leadership development. I appreciate your taking the time to complete the following survey. It will take up to 20 minutes. Your responses are collected and analyzed anonymously. The results will be presented to all the interested managers and available to others upon request.

If you have any questions or concerns, please contact me by e-mail: ...
Thank you!
...
IT HR Consultant

I part
.... continues
```

Anne Aidla
A table and also a figure that is placed in appendix do not need a number. Appendix label and name are enough!

### Sample characteristics

<table>
<thead>
<tr>
<th>Sample characteristic</th>
<th>Variables</th>
<th>N</th>
<th>% of all the respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respondent's location</td>
<td>Estonia</td>
<td>68</td>
<td>67.3</td>
</tr>
<tr>
<td></td>
<td>Latvia</td>
<td>7</td>
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**Notes.** NA not answered

Source: compiled by the author
TEAM LEARNING IN A MATRIX ORGANIZATION

Research paper

Supervisor: prof. Urmas Varblane

Tartu 2018
This paper conforms to the requirements for a Research paper

..............................................
(signature of the supervisor)

Admitted for defence " "......................... (date)

I have written this Research paper independently. Any ideas or data taken from other authors or other sources have been fully referenced

..............................................
(signature of the author and date)