

*Format Sample for Cover Sheet*

# **Style Guidelines for Research Papers & Reports**

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These guidelines standardize basic style elements for preparing research papers and business reports in our MBA program. Formats are adapted from the *MLA Handbook for Writers of Research Papers (2003)*.

*Prepared by Dr. Ken Matejka, with Lori Baron and Christy McCabe in December 1999.*

*Updated by Diane Ramos in 2003 and 2005 using excerpts from papers written by Andrew Opoku-Mensah, Michele Linz, John Hollins, Tom Freyvogle and Wendy McCabe.*

## **Forward to MBA Students**

**The purpose of this resource is to save you time and busywork!**

An explosion in published material – printed and Web-posted – is changing the rules and protocols for writers everywhere. Although technology helps people access, sort and analyze data, it also raises expectations for finding and communicating the truly useful information at just-in-time speeds. Compounding the challenge, postings on the Internet are often temporary, unlike printed books and periodicals.

This three-part resource is designed to simplify and standardize the tactical aspects of writing with substance and style:

1. Finding credible secondary research
2. Documenting sources (to establish credibility and avoid plagiarism)
3. Preparing reader-friendly documents

As you grow familiar with this resource, we think you'll find that the guidelines are straightforward and practical enough for use in today's cross-functional workplace environments.

## I. Finding Credible Secondary Research

### *Exactly what is secondary research?*

Research papers, business reports and proposals require us to go beyond our personal knowledge and experience, to learn from the findings and opinions of others.

There are two basic ways to gather information.

1. Primary research involves firsthand observation and analysis of data from:
  - carrying out a lab experiment
  - conducting a survey
  - recording measurements or occurrences
  - interviewing someone (in person, by phone, or on line)
  
2. Secondary research involves examining the primary research of others through retrievable resources, including:
  - books
  - articles
  - newspapers
  - pamphlets
  - annual reports and other corporate-published materials
  - dissertations
  - published records (minutes, transcripts, e-mail, documents, text of speeches)
  - government publications
  - television or radio broadcasts
  - recordings
  - Web postings

*Most research papers and projects require students to investigate secondary sources, the kind found in libraries.*

## Visiting the Gumberg Library Online

*Duquesne subscribes to the respected journals, periodicals and newspapers!*

With an active student ID, you have access to the library's catalogs and resources from your home PC. Even better, you can retrieve the full text of current and archived articles.

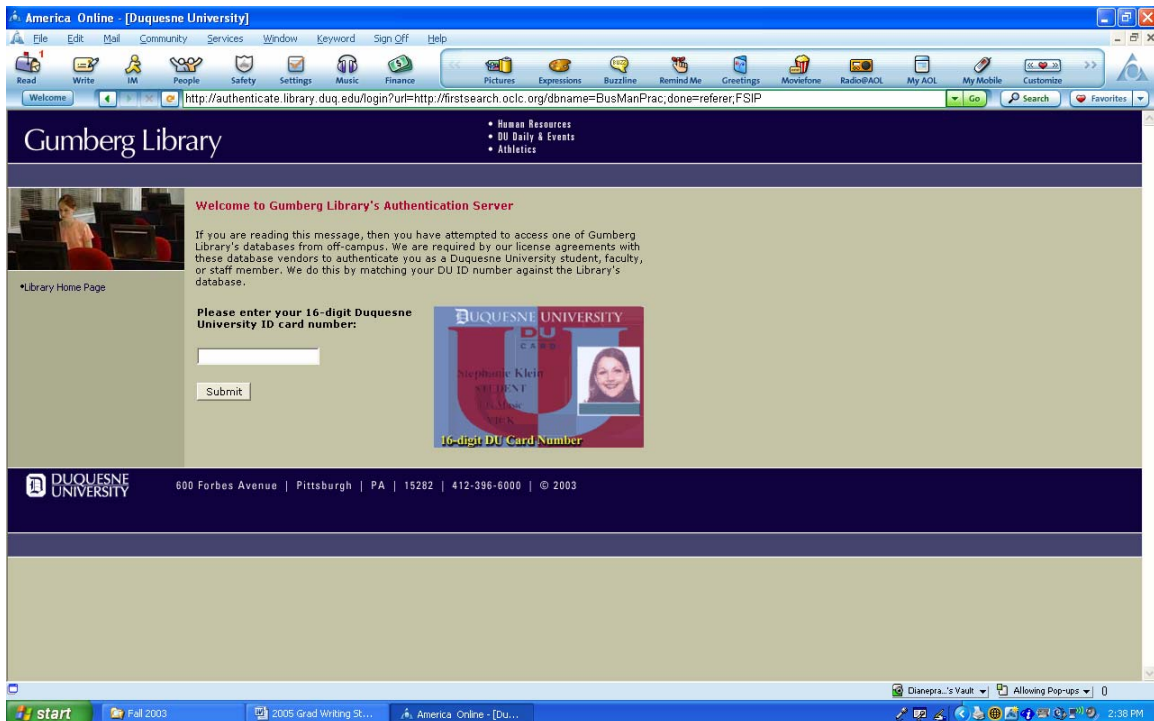
- Don't waste time on keyword searches that lead to commercial sites.
- Don't limit yourself to free or self-published postings.
- Don't pay to download reprints.

Our library's Electronic Resources include access to more than 150 research databases and 3,000 electronic journals, newspapers and periodicals.

**To visit the Gumberg Library, go to:**

**<http://authenticate.library.duq.edu/login>**

*To access databases, you will need your 16-digit University ID number and PIN.*



## Surfing the Internet

### *What about Search Engines and Internet Directories?*

The Internet provides a wealth of information that can be gathered quickly, cheaply and from a variety of sources.

- *Crawler-based search engines* match key words, phrases or concepts to Web pages (and their ensuing links) to bring back a list.
- *Human-powered directories* scour site descriptions submitted by domain name owners or prepared by editors.

Many of today's search tools rely on a combination of crawler and human-powered processes to identify and rank sites. The newer tools often grab results from other search engines and directories, but organize and display the lists using specialized ranking rules. Some are owned or affiliated with an Internet Service Provider (ISP) or news network. Bottom line, you won't get the same list in the same order with different search tools. Information found on "edu" or "org" sites tends to be more reliable than that found on "com" (commercial) sites.

### *As of May 20, 2005, these resources were available without a subscription:*

Google	<a href="http://www.google.com">http://www.google.com</a>	Largest crawler-based collection
AllTheWeb.com	<a href="http://www.alltheweb.com">http://www.alltheweb.com</a>	Powered by Yahoo
Yahoo	<a href="http://www.yahoo.com">http://www.yahoo.com</a>	Most popular human-compiled/edited directory
MSN Search	<a href="http://search.msn.com">http://search.msn.com</a>	Microsoft's search service
Lycos	<a href="http://www.lycos.com">http://www.lycos.com</a>	Originally a crawler, but now a directory that is outsourced to AllTheWeb
Ask Jeeves	<a href="http://www.ask.com">http://www.ask.com</a>	Uses editors to find sites to answer questions
Excite	<a href="http://www.excite.com">http://www.excite.com</a>	Uses concepts in addition to keywords
AltaVista	<a href="http://www.altavista.com">http://www.altavista.com</a>	Advanced search refining features
HotBot	<a href="http://www.hotbot.com">http://www.hotbot.com</a>	Ranks by location/frequency of keyword using links to FAST, Google, Inktomi or Teoma
Vivismo	<a href="http://www.vivismo.com">http://www.vivismo.com</a>	Shows portion of Web page with the search terms
Teoma	<a href="http://www.teoma.com">http://www.teoma.com</a>	Newer resource from Ask Jeeves that promises refined search results with "relevancy"
WiseNut	<a href="http://wisanut.com">http://wisanut.com</a>	Newer resource that offers "Sneak-a-Peek" preview
BigClique	<a href="http://www.bigclique.com">http://www.bigclique.com</a>	New Java-based resource with speed and "scalability"

## II. Documenting Sources

*Documenting your sources avoids plagiarism while establishing credibility.*

Giving credit where credit is due is a basic tenet of academic and workplace integrity.  
*Failure to credit other people's words and ideas is plagiarism!*

Facts, data and examples are more persuasive when backed by reliable sources, and your judgment is more valid when you consider the opinions of experts. When you cite your sources, you give your readers – your boss, your clients, your professors – a way to recover the same material and see your proof for themselves.

Our graduate faculty recommends Modern Languages Association (MLA) formats, because MLA is used in business, government, industry, academics, and the professions, while other citation styles cater to publishers or specialized disciplines.

MLA recognizes three ways to cite sources.

<i>Citation option:</i>	<i>Practical for:</i>
1. Footnotes	everyday business use in annual reports, executive briefings, selling tools, PowerPoint slides, handouts and exhibits
2. Endnotes	formal business reports and research papers
3. In-text parentheses	publication manuscripts, academic research papers, dissertations

This handout adapts MLA guidelines for footnotes (only). Why? Footnotes are the trend in corporate documents. They don't interrupt reading flow like in-text parentheses, and readers don't have to cross-reference other pages to find the source. Footnotes are easy to create and manage with today's software. You simply *insert a reference* number in the text, type the citation, and let Word<sup>®</sup> number and position your citations at the bottom of the corresponding page. If you add, delete or rearrange text, Word will automatically move the footnote to the correct page.

A few cautions:

While this handout standardizes formats for preparing papers in our program, we don't want to mislead you. Style preferences vary by industry, school, organization, publisher, even professor, and we have simplified the MLA formats for practical use in business.

- If the syllabus doesn't specify, ask your instructor for his/her preferences.
- When citing sources in documents you prepare at work, follow the accepted practices of your employer or industry.
- When preparing a manuscript, use the citation style that the publisher prefers.
- For updates and new media format samples, go to <http://www.mla.org>

## Managing Footnotes via Your Word Processor

### How to Insert a Footnote using Word®:

**← Step 1:**  
Position cursor at the point where material is cited in the text

**← Step 2:**  
Pull down “Insert” menu and scroll to “Reference” then “Footnote”

**↓ Step 3:**  
Choose Footnote and Arabic numerals. Click “Insert”

**← Step 4:**  
Type the citation at the prompt when the “Footnote” section pops up. Save before returning to text.

## Preparing a Working Bibliography

As you carry out your research, maintain a working bibliography in proper format, so that you can copy and paste the required information into footnotes.

Use this hierarchy to prepare each citation. *If one of the elements doesn't apply to a source, simply move to the next item in the series or list.*

1. Name of author or editor. (Surname first for lead author only)
2. "Title" of article, poem, etc., in quotation marks.
3. Title of book, journal, periodical, database, etc., followed by edition, volume.number, series.
4. Place of publication: publisher name, day month year: page numbers (if article).
5. Retrieved day month year <URL>. (The angled brackets < > show where URL begins and ends.)

### Sample Working Bibliography

Blanchard, Ken, Sheldon Bowles, Don Carew and Eunice Parisi-Carew. High Five! The Magic of Working Together. New York: Harper Collins, 2001.

"Bosses for Sale." The Economist 5-11 Oct. 2002: 57-58.

Boyatzis, R., Daniel Goldman and A. McKee. Primal Leadership: Revitalizing the Power of Emotional Intelligence. Boston: Harvard Business School Press, 2002.

"Distribution of Assets of U.S. Corporations by Size." The World Book Encyclopedia 2002.

Drucker, Peter. "Managing Oneself." Harvard Business Review Mar.-Apr. 1999: 64-75.

"Employee Stock Option Fact Sheet." NCEO: The National Center for Employee Ownership. 2002. Accessed 6 Dec. 2002 <<http://www.nceo.org>>.

"A Guide to Franchising." Accessed 8 Oct. 2002  
<[http://www.businesscentral.co.za/franchise/a\\_guide\\_to\\_franchising.html](http://www.businesscentral.co.za/franchise/a_guide_to_franchising.html)>.

Gwynne, Peter. "How Consistent Are Performance Review Criteria?" MITSloan Management Review 43.4 (Summer 2002): 15.

Hindo, Brian. "Should You Spend a Fortune on Your MBA?" BusinessWeek 21 Oct. 2001: 135.

Hogan, Mike. "No Strings Attached...or are there?" Entrepreneur Dec. 2002: 61.

Ilozor, Doreen B., Ben D. Ilozor and John Carr. "Management communication strategies determine job satisfaction in telecommuting." The Journal of Management Development 20.6 (2001): 495-507. Emerald Fulltext. Accessed 3 Jan. 2003 <<http://80-ernesto.emerald-library.com.authenticate.library.duq.edu/vl=16266814/cl=42/nw=1/fm=docpdf/rpsv/cw/mcb/02621711/v20n6/s2/p495>>.

Meadows, Michele. "How Well Are You Sleeping?" FDA Consumer Nov.-Dec. 2002: 18.

Peterson, Ivan. "Calculating Swarms: Ant teamwork suggests models for computing faster and organizing better." Science News Online 11 Nov. 2000: 314. Accessed 10 Oct. 2002.  
<<http://sciencenews.org/20001111/bob1.asp15>>

Porter, Michael, E. "Clusters and the New Economics of Competition." Harvard Business Review Nov.-Dec. 1998: 77-90.

## Sample Text Citations and Corresponding Footnotes

These excerpts credit sources without interrupting reading flow. The text quickly identifies and qualifies borrowed material, and a corresponding footnote provides details for recovering the source down to the specific page or paragraph number (if shown in on-line publications). Square parentheses [ ] tell the reader that a writer or editor has added something.

### *First and subsequent citation examples:*

<b>One author</b>	In a 1998 analysis of local versus global competition, Michael Porter found.... <sup>1</sup>
<i>Subsequent</i>	Porter also found... <sup>2</sup> Porter argues... <sup>3</sup> ... according to Porter <sup>4</sup>
<b>Multiple authors</b>	Blanchard, Bowles, Carew and Parisi-Carew offer advice for turning groups into teams in <u>High Five! The Magic of Working Together</u> . <sup>5</sup>
<i>Subsequent</i>	Blanchard et al. tell the story of a “one-man band” who lost his job... <sup>6</sup>
<b>No author</b>	The National Center for Employee Ownership (NCEO) defines a stock option as... <sup>7</sup>
<i>Subsequent</i>	NCEO outlines practical considerations for... <sup>8</sup>
<b>Anonymous site</b>	Using a proven business concept reduces risk for small business owners according to a franchising guide found on the Internet. <sup>9</sup>
<i>Subsequent</i>	That same franchising guide defined ... <sup>10</sup>

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<sup>1</sup> Porter, Michael, E. “Clusters and the New Economics of Competition.” Harvard Business Review Nov.-Dec. 1998: 78.

<sup>2</sup> Porter 81.

<sup>3</sup> Porter 84-85.

<sup>4</sup> Porter 77.

<sup>5</sup> Blanchard, Ken, Sheldon Bowles, Don Carew and Eunice Parisi-Carew. High Five! The Magic of Working Together. New York: Harper Collins, 2001.

<sup>6</sup> Blanchard 2.

<sup>7</sup> “Employee Stock Option Fact Sheet.” NCEO: The National Center for Employee Ownership 2002: 1. Accessed 6 Dec. 2002 <<http://www.nceo.org>>.

<sup>8</sup> NCEO 2.

<sup>9</sup> “A Guide to Franchising.” Accessed 8 Oct. 2002 <[http://www.businesscentral.co.za/franchise/a\\_guide\\_to\\_franchising.html](http://www.businesscentral.co.za/franchise/a_guide_to_franchising.html)>.

<sup>10</sup> Guide to Franchising

## Sample Text Citations and Corresponding Footnotes

### *Quoting a well-known expert or famous person:*

Peter Drucker offers advice for long-term success in a knowledge economy: “Do not try to change yourself – you are unlikely to succeed. Work to improve the way you perform.”<sup>11</sup>

### *Direct quotation from someone whose job title implies expertise:*

“There’s a need to look at sleep on the same level of importance as diet and exercise,” says Carl Hunt, M.D., director of the National Center on Sleep Disorders.<sup>12</sup>

### *Direct quotation when no author or spokesperson is identified:*

“Because a search firm’s fee is typically one-third of a new recruit’s negotiated annual cash compensation, [headhunters] have every reason to push up pay,” as noted in The Economist.<sup>13</sup>

### *Paraphrased opinion and support:*

Entrepreneur’s technology editor warned readers that Internet surfing via cell phone is slow and costly. Users get 2MB of data download – without graphics – for \$50 to \$120 per month.<sup>14</sup>

### *Source cited within a source:*

According to 1996 IRS data, the largest 9,000 companies controlled 85% of the nation’s \$25-trillion in corporate assets, while 2.6-million small businesses held only \$75-million.<sup>15</sup>

### *Synopsis of research findings:*

A recent study asked senior managers to identify competencies that distinguished outstanding from average leaders in their firms. Global companies participating included IBM, Lucent, and PepsiCo, to name a few. The researchers concluded that about 85% of profile differences could be attributed to emotional factors rather than cognitive abilities.<sup>16</sup>

### *Paraphrased example or anecdote:*

Computer scientists at the Free University of Brussels have developed path-optimization software that imitates an ant swarm. The research used artificial ants to randomly visit designated cities in a digital landscape. After depositing scents in hundreds of trips, the computer ants pursued increasingly shorter routes. This technology has been applied to routing gasoline trucks through Switzerland, and Unilever is considering an algorithm to schedule production in a large plant.<sup>17</sup>

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<sup>11</sup> Drucker, Peter. “Managing Oneself.” Harvard Business Review Mar.-Apr. 1999: 69.

<sup>12</sup> Meadows, Michele. “How Well Are You Sleeping?” FDA Consumer Nov.-Dec. 2002: 18.

<sup>13</sup> “Bosses for Sale,” The Economist Oct. 5-11<sup>th</sup> 2002: 57-58.

<sup>14</sup> Hogan, Mike. “No Strings Attached...or are there?” Entrepreneur Dec. 2002: 61.

<sup>15</sup> “Distribution of Assets of U.S. Corporations by Size.” The World Book Encyclopedia 2002: 725.

<sup>16</sup> Boyatzis, R., Daniel Goldman and A. McKee, Primal Leadership: Revitalizing the Power of Emotional Intelligence. Boston: Harvard Business School Press, 2002: 250.

<sup>17</sup> Peterson, Ivan. “Calculating Swarms: Ant teamwork suggests models for computing faster and organizing better.” Science News Online 11 Nov. 2000: 314. Retrieved 10 Oct. 2002 <<http://sciencenews.org/20001111/bob1.asp15>>.

## Sample Finished Bibliography

### The Footnotes (Works Cited) and Bibliography are different:

- **Footnotes** – Document the source of quoted and/or paraphrased material. Ensure that each footnote corresponds with a superscript numeral in the text on that same page. Note specific page numbers in footnotes. When no page numbers are available, you can cite paragraph number for long works.
- **Bibliography** – List all works consulted. Alphabetize by last name of the first author/editor or the first word of the title. List the full range of pages for articles. For research papers in this program, differentiate “Works Cited” from “Works Consulted” (as shown below).

### Bibliography

#### *Works Cited:*

Blanchard, Ken, Sheldon Bowles, Don Carew and Eunice Parisi-Carew. High Five! The Magic of Working Together. New York: Harper Collins, 2001.

“Bosses for Sale,” The Economist 5-11 Oct. 2002: 57-58.

Boyatzis, R., Daniel Goldman and A. McKee. Primal Leadership: Revitalizing the Power of Emotional Intelligence. Boston: Harvard Business School Press, 2002.

“Distribution of Assets of U.S. Corporations by Size.” The World Book Encyclopedia 2002.

Drucker, Peter. “Managing Oneself.” Harvard Business Review Mar.-Apr. 1999: 64-75.

“Employee Stock Option Fact Sheet.” NCEO: The National Center for Employee Ownership 2002. Accessed 6 Dec. 2002 <<http://www.nceo.org>>.

“A Guide to Franchising.” Accessed 8 Oct. 2002 <[http://www.businesscentral.co.za/franchise/a\\_guide\\_to\\_franchising.html](http://www.businesscentral.co.za/franchise/a_guide_to_franchising.html)>.

Hindo, Brian. “Should You Spend a Fortune on Your MBA?” BusienssWeek 21 Oct. 2001: 135.

Hogan, Mike. “No Strings Attached...or are there?” Entrepreneur Dec. 2002: 61.

Meadows, Michele. “How Well Are You Sleeping?” FDA Consumer Nov.-Dec. 2002: 18.

Peterson, Ivan. “Calculating Swarms: Ant teamwork suggests models for computing faster and organizing better.” Science News Online 11 Nov. 2000: 314. Accessed 10 Oct. 2002 <<http://sciencenews.org/20001111/bob1.asp15>>

Porter, Michael, E. “Clusters and the New Economics of Competition.” Harvard Business Review Nov.-Dec. 1998: 77-90.

#### *Additional Works Consulted:*

Gwynne, Peter. “How Consistent Are Performance Review Criteria?” MIT Sloan Management Review 43.4 (Summer 2002): 15.

Hindo, Brian. “Should You Spend a Fortune on Your MBA?” BusinessWeek 21 Oct. 2001: 135.

Ilozor, Doreen B., Ben D. Ilozor and John Carr. “Management communication strategies determine job satisfaction in telecommuting.” The Journal of Management Development 20.6 (2001): 495-507. Emerald Fulltext. Accessed 3 Jan. 2003 <<http://80-ernesto.emerald-library.com.authenticate.library.duq.edu/vl=16266814/cl=42/nw=1/fm=docpdf/rpsv/cw/mcb/02621711/v20n6/s2/p495>>.

### III. Preparing Reader-friendly Documents

#### *Cover Page*

Provide seven elements in the following order (as shown on the cover page for this handout):

1. title
2. author (you)
3. course number and title
4. institution
5. school
6. faculty member
7. date

#### *Executive Summary*

An executive summary is a short, comprehensive recap of your paper. It goes directly behind the title page. The purpose of this recap is to save time for readers by highlighting “bottom line” information in research papers, reports, proposals, or complex articles. A concise summary takes one page for most papers, but never more than three pages.

The executive summary is a stand-alone section. It’s not an introduction, and it’s not a preface! It condenses the entire paper into a mini version. It contains no perspective, data or terminology that can’t be found in the body of the paper. Although professors read papers from start to finish, managers rely on summaries to glean critical insight – to decide what to read, what to delegate, whom to trust. Distilling complex material to its essence is a skill worth mastering.

Write the executive summary last! Frame your paper’s context, premise, central ideas, conclusions, and any indicated action in concise paragraphs that follow the same order as the contents of your paper. Provide minimum detail – no more than a reader will need to grasp the importance of the topic, the key points, your analysis or recommendations. Since all research findings are fully documented in the paper that follows, you should mention sources only if needed for credibility.

For insight on how to artfully capture highlights of a complex work, compare the executive summaries in the back of any *Harvard Business Review* with the full text of accompanying articles.

#### *Abstract*

An abstract is a one paragraph description of a work’s focus and contents. It tells prospective readers what they’ll find in a book, article or dissertation. If you’re submitting a manuscript for publication, you’ll need an abstract. Some professors may prefer abstracts. *Be forewarned: There is significant confusion about executive summaries and abstracts, because some resources use the terms interchangeably.*

## Preparing Reader-friendly Documents

### *Page and Paragraph Setup*

Set these basic format parameters on Microsoft Word® before you start typing, and your computer will keep style elements consistent throughout the document.

- **Margins** – Set uniform margins of at least one inch on all sides – top, bottom, right and left. *The margins on this document are 1” at the top/bottom, 1.25” at the sides.*
- **Alignment** – Flush all text to the left. Do not “justify” for an even right margin.
- **Spacing and indents** – Set parameters to instructor or work preferences:

#### ***Double-spacing example:***

*For research papers, set “line spacing” for double.* Instructors and editors prefer double spacing. More white space makes text easier to read, and extra “leading” (the typesetting term) leaves room for instructors to make comments between the lines of your text.

Maintain the double-spacing between paragraphs. To signal the beginning of a new paragraph, indent the first line. Use the tab key or set the “special” paragraph parameters to indent the “first line” of each paragraph; don’t use the space bar.

Quadruple space (enter twice) between major sections to leave vertical space as shown between here and the next subtitle.

#### ***Single-spacing example:***

*For most business documents, set the line spacing for “single space.”* In cost-conscious, environmentally-friendly companies, double spacing is viewed as a waste of paper for everyday documents.

When single spacing, do not indent the first word in every paragraph. Instead, double space between paragraphs and align all text to the left margin.

- **Font** – Choose an easy-to-read type face. Use a 10 or 12 point size for text and 14 to 24 points for titles and headings. *If you will submit a paper electronically, select Times New Roman or Arial to ensure compatibility with most printer drivers.*
- **Header and page numbers** – After arranging manuscript pages in their final order, create a right-justified “running header” of up to 50 characters. If your paper has a long title, condense it for the header. Insert Arabic page numbers (1,2,3) as shown in the header on this page. Be sure to check “different first page” in “page setup” to begin your numbering after the title page.

## Preparing Reader-friendly Documents

### *Headings*

Headings are a necessity for presenting a professional paper. They serve as signposts for the reader and organizing tools for the writer.

- Headings help the reader to navigate the sections of your paper – to know where they have been, where they are, and where they are going; to understand the importance of each subtopic; and to “scan” the material.
- Headings force the writer to “group” related material; to “break up” rambling passages; and to provide clear transitional sentences.

We recommend three levels of headings for student papers.

- In proper “title case,” only the first letter of major words is capitalized. Do not capitalize conjunctions (*and, or*), articles (*a, an, the*) or prepositions (*in, for, to*).
- **DO NOT TYPE YOUR PAPER’S HEADINGS IN ALL CAPITAL LETTERS.** Research shows that words are more easily recognized when printed in lower case.

### **Recommended Levels of Headings**

*Level 1 ⇒ Use for Paper Title and Major Sections*

#### **Centered Headings in Large, Bold, Title Case**

*Level 2 ⇒ Use for subheadings*

**Flush Left Side Heading in Bold, Regular, Title Case**

or

*Flush Left Side Heading in Bold, Italic, Title Case*

*Level 3 ⇒ Use for minor headings*

Underlined in sentence case. Place this heading at the beginning of the paragraph. Capitalize only the first word. Indent in double-spaced text.

Do not indent minor heading in single-spaced text. Flush all type to the left margin, and double space between paragraphs.

## Formatting Your Research Papers & Reports

### *Keyboarding Tips*

*The following guidelines will help you prevent the common errors. Consult the MLA Manual (or Website) if you have more specialized questions.*

- Abbreviations – As a general rule, use abbreviations sparingly. Spell out the full word unless the abbreviation is universally accepted.
- Acronyms – Define acronyms (and any new or specialized terms) the first time you use them, for example, Total Quality Management (TQM).
- Numbers – In text, use words for numbers from one to nine, and Arabic numerals for 10 and above; however:
  - Don't begin a sentence with a numeral.
  - Don't mix formats in a series or list.
  - Express decimals as numerals – 0.23 centimeters and \$2.5 billion.
  - Express common fractions in words – a majority of two-thirds, one fifth of the class, reduced by three fourths.
- Spelling and grammar – Use (but never *trust*) the tools on your word processing software to help you find errors.
- Corrections – Hand written corrections are unacceptable! When you edit, delete or add material, your word processor will automatically adjust affected pages if you set the style parameters from the outset.
- Page breaks – You can manage the start and end of each page with the “insert break” command on Microsoft Word<sup>®</sup>. If your paper will be printed on more than one machine, controlling the page and section breaks will keep headings, tables and graphics where you put them.
- Recovery – **Maintain a back-up disk** in case something happens to the original disk or your hard drive. This is the student's responsibility.

## Formatting Your Research Papers & Reports

### *Optional Tips for Incorporating Graphic Elements:*

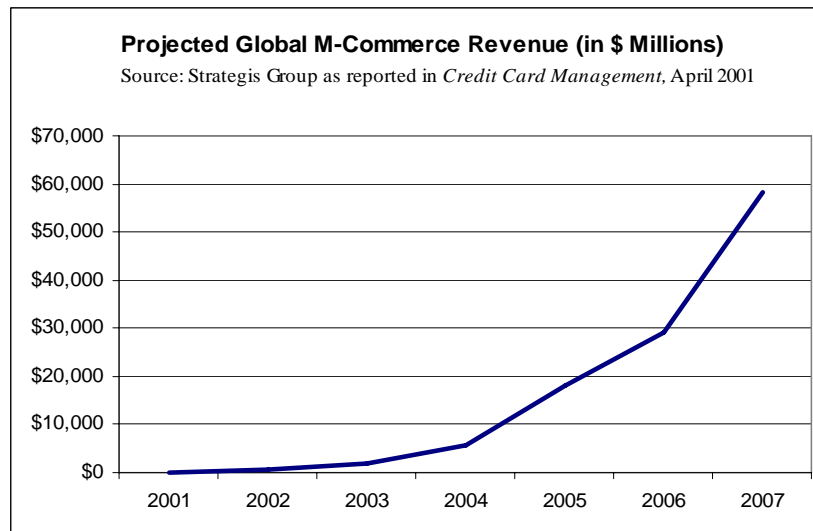
Style manuals discourage formatting and graphics, because they cater to editors and publishers who have staff designers to make text reader-friendly, but today's business readers are accustomed to absorbing information through headlines, pictures and charts. Unless your writing is as vivid as a novelist's, your prose won't hold reader interest.

Students and business writers can make their documents attractive and easy to read by incorporating basic graphic elements:

- Highlight words with **bold**, *italic* or underlined type.
- Present parallel elements in bullet points.
- List steps in numbered lists.
- Use tables to organize words or numbers.

It takes skill to design effective graphs, diagrams and charts (*and it's plagiarism to use copyrighted graphics from the Internet!*), but graphic devices can quickly organize ideas and demonstrate mathematical relationships for your readers. When practical, insert figures in the body of your paper rather than ask readers to go to an appendix.

**Figure 1:**



### *When incorporating graphic elements, remember to:*

1. Reference figures by number or title in the text.

*Example: As shown in Figure 1 (above), global m-commerce through merchants is projected to boom in just five years, from a \$100-million market to nearly \$6- billion.*

2. Keep titles, legends and captions simple, but precise enough to qualify data.
3. Identify sources of data that you use to create graphs, models or flow charts.

## Reference Materials Used to Prepare these Guidelines

Gibaldi, Joseph, ed. MLA Handbook for Writers of Research Papers, 6<sup>th</sup> ed. New York: The Modern Language Association of America, 2003.

Goldstein, Norm, ed. The Associated Press Stylebook and Briefing on Media Law. Cambridge: Perseus Publishing, 2002.

Gumberg Library Online – Electronic Resources. Duquesne University.

“MLA Style.” The Modern Languages Association. Accessed Jun. 2002 to Jan. 2003 <<http://www.mla.org>>.

Munter, Mary. Guide to Managerial Communication: Effective Business Speaking and Writing, 6<sup>th</sup> ed. Upper Saddle River: Prentice Hall, 2003.

Publication Manual of the American Psychological Association, 5<sup>th</sup> ed. Washington, D.C.: American Psychological Association, 2001.

Strunk, William, Jr., and E.B. White. The Elements of Style, 4<sup>th</sup> ed. New York: Longman, 2000.

Thill, John V. and Courtland L. Bovee. Excellence in Business Communication, 5<sup>th</sup> Ed. Upper Saddle River: Prentice Hall, 2002.

## Quick Reference for Bibliography in MLA Style

Titles of books and periodicals may be underlined or they may appear in *italics*. We recommend underlined titles for a very practical reason: Text in italics doesn't copy and paste reliably.

<b>Bibliography</b>	
<b>Book</b>	<b>Surname, First name. <u>Title</u>. City: Publisher, date.</b> Munter, Mary. <u>Guide to Managerial Communication: Effective Business Writing and Speaking</u> . 6th ed. Upper Saddle River: Prentice Hall, 2003.
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