



Saint Mary's
University

The Writing Centre

APA Style Guide

SOBEY SCHOOL OF BUSINESS

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Preface:

This handbook is an abridged style guide designed to serve as a general reference only. Some professors may have specific requirements that differ from what's outlined here, so make sure to follow the information provided in your assignment outlines and to check with your professors for clarification.

Guidelines given here are in accordance with disciplinary standards in Business and draw upon the Publication Manual of the American Psychological Association, 7th ed. (2023).

We also encourage students to have a look at SMU's "Inclusive Language Statement," available online — <https://www.smu.ca/about/inclusive-language.html> — a guide to using language respectfully and sensitively.

Other helpful on-line resources:

- *The Diversity Style Guide*: <https://www.diversitystyleguide.com/>
- *Conscious Style Guide: Include | Empower | Respect*:
<https://consciousstyleguide.com/>

And available on-line via the Patrick Power library and at the Writing Centre:

- *Elements of Indigenous Style: A Guide for Writing by and About Indigenous Peoples*, by Gregory Younging.
https://smu.novanet.ca/permalink/01NOVA_SMU/s7n5d9/alma990055026370107195

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HOW TO FORMAT A BUSINESS PAPER OR REPORT

1. Title Page

The title page of every essay and report should contain the following information:

- The full title of the paper
 - The title should be short but descriptive (e.g., “Essay #1” is not acceptable). The title should not be witty or catchy. It must give the reader a general idea of the topic to be discussed. Title should be in bold.
- Your name
- Your ‘A’ number
- The name of the instructor to whom the paper is submitted
- The name and number of the course (e.g., ENGL 1205)
- The date the paper is submitted
- A running head (a shortened version of the full title of the paper that appears in the top left-hand corner of the title page. See shortened paper for example); check with the instructor whether this is required.

Keep the title page simple; there is no need to include borders or designs (see the sample title page near the end of this guide).

Begin the text of the paper on a separate page; you should include the title of the paper at the top of this page as well.

2. Abstract and Executive Summary

An abstract is a brief, 150 to 250 word, summary of an academic article or study. It should contain the label “Abstract” centered at the top of the page. Check with your professor if an abstract is required.

An executive summary can be 1-10 pages long. It is designed for executives who do not have time to read the entire document. An executive summary should provide a summary of the report and highlight important information contained in the report, including brief background information, criteria used to make a decision, the decision or recommendation, and justification for that decision.

3. Printing

Papers should be printed on standard white 8½” x 11” paper. Check to see if double sided printing is acceptable.

4. Spacing and Margins

Double-space all lines of the paper, including the title, headings, footnotes, quotations, references, figure captions, and all parts of tables. Leave uniform margins of one inch on all sides of every page.

5. Indentation

Indent the first line of every paragraph five to seven spaces or ½ inch. Note the following exceptions:

- **Abstract:** The first line of the abstract is not indented.
- **Long (block) quotations:** Indent all lines (not just the first line) of long quotations (quotations of 40 words or more).
- **Titles and heads:** Heads are either centred or flush left, depending on the heading level (see the section on heads). The title is centred.
- **Table titles and notes:** Table titles and notes should be flush left (not indented).
- **Figure captions:** Figure captions are flush left to the margin (not indented).

6. Paragraphs

Do not leave an extra space (do not hit *Enter* twice) between paragraphs when paragraphs are double-spaced.

However, in Business writing it is common to have all lines single-spaced. Instead of indenting the first line of each paragraph, have a blank line separating the paragraphs. Ask your professor which spacing to use.

7. Page Numbers

Beginning with the title page, number all pages consecutively. The number should appear at least 1 inch from the right-hand side of the page in the header.

8. Headings and Subheadings

Including headings in a longer paper is a useful way to organize information for the reader. The APA manual describes five levels of headings, but likely only using up to three levels is needed for most papers.

One level: For short papers, use only one level of heading. These headings should be centered, bolded, and have all major words capitalized.

Two levels: For lengthier research papers, use two levels of headings. The second-level headings should be flush left to the margin,

bolded, and have all major words capitalized.

Three levels: In some cases, you may need to use three levels of headings. Third-level headings should be flushed left with the margin, bolded, italicized, and have all major words capitalized.

Example:

Methodology

(Centred, Boldface, Uppercase and Lowercase Heading)

Theoretical Basis and Justification

(Flush Left, Boldface, Uppercase and Lowercase Heading)

Theory One

(Flush Left, Boldface, Italics, Uppercase and Lowercase Heading)

9. Using Numbers

a. Spell out numbers between zero and nine.

Only eight people attended the meeting today. My father has three sisters.

Exceptions to this rule:

- Use numerals when grouping a number between zero and nine with a larger number.

Only 8 out of 40 people attended the meeting today.

- Use figures when writing a precise measurement or mathematical function.

4 cm; 7%

b. Use numerals for numbers 10 and up.

This event was last held 23 days ago.

There were 542 people in attendance at the hockey game.

Exceptions to this rule:

- Spell out the number when it begins a sentence.

Forty-eight out of seventy people voted for the bylaw.

Two hundred forty-six people are in Science.

c. Use numerals for:

- Decimals (5.33; 10.25)
- Divisions of books (Chapter 3; pages 43-90)
- Addresses (11 Maple Lane)

d. Spell out numbers in:

- Indefinite amounts (millions of people; over one billion)
- General dates (the Sixties; the fifteenth century)

e. Either numerals or words can be used in:

- Fractions: If fractions are greater than one, use numerals. If they are less than one, spell them out. (1 ½, 2 ¾; two-thirds, nine-tenths)
- Dates (January 23, 2009; the twenty-third of January, 2009)
- Time of day (6:00 A.M., 5:30 P.M., 12:02; six o'clock, five-thirty, half past five)

f. Combinations of numerals and words may be for:

- Very large numbers (66 hundred, 7 thousand, 203 million, 1 billion, 5 dozen)
- Expressing back-to-back modifiers (2 two-way interactions; ten 7-point scales)

10. Quotations

Using direct quotations can be an effective way to provide support and/or emphasis in your writing. Relying too heavily on another person's words, however, can also cause your writing to lack flow and show a reliance on the interpretations and ideas of others. Try to use direct quotations sparingly, and paraphrase (summarize) your sources' ideas as much as possible while integrating them into your own opinions/arguments.

Short quotations

Quotations shorter than 40 words should be incorporated into the text and enclosed by double quotations marks (" ").

Holmvall and Bobocel (2008) suggest that self-identity also plays a role: "the impact of procedural fairness on people's reactions to unfavourable outcomes depends both on the strength of people's self-identities as well as on their cognitive accessibility" (p. 164).

In short quotations the punctuation comes *after* the parentheses.

Long quotations

For quotations of 40 words or more, all lines (not just the first line) of the quotation should be indented, and quotation marks should not be used.

For long quotations, the punctuation is placed *before* the parentheses.

Galinsky, Maddux, Gilin, and White (2008) suggest a reason for this link:

Given that understanding one's opponent is valuable for success in competitive interactions, it seems likely that individual characteristics associated with such understanding would prove advantageous. In this vein, two related but distinct social competencies — perspective taking and empathy — have been shown to motivate social understanding across a variety of contexts. (p. 378)

In long quotations the punctuation comes *before* the parentheses.

Additions to quotations

Letters or words added to a sentence to make grammatical sense must be enclosed in square brackets. Square brackets should be used to indicate every change made to a quotation, with the only exceptions of: changing the first letter of the first word in a quotation, changing final punctuation mark at the end of a sentence, and changing double quotation marks to single quotation marks.

Information added to the original source

Fisher and Voracek (2006) found that “many factors influence a woman’s attractiveness, including her WHR [waist to hip ratio], BMI [body mass index], and level of curvaceousness, but how these features interact or the relative importance of each factor compared to the other is still unknown” (p. 193).

Omissions from quotations

Include an ellipsis if omitting words from a quotation to indicate the location of the omitted words or sentences. If this omission occurs at the end of a sentence, use the ellipsis and a final period. Keep in mind that the quote must still embody the original idea as the author be represented fairly.

In their first analysis, Ivanoff et al. (2009) “aimed at isolating...the brain regions associated with the entire flow of information processing from sensation to motor response” (p. 4171).

The ellipsis indicates that information has been removed.

Indirect quotations (citing a source within a source)

Occasionally, you may find that a source cites information from another source that is useful to you. To use this second source, you will need to locate the information’s original location and cite accordingly.

You should use the original source:

- to ensure that you fully understand the whole idea instead of only the part that was cited.
- to ensure that the author citing the original source did not accidentally misinterpret or misquote it.

However, if you cannot find the original source (e.g., if it is not in any of SMU’s databases, if the original work is not available in English, or if it is out of print), then ***indirectly*** cite the original source. To do so, include the original author or source in your text along with the source in which you found it, but ***do not*** include the original source in your reference list.

One option is to use a heuristic to organize emotions in terms of approach-avoidance tendencies (Davidson & Fox as cited in Conrad et al., 2007, p. 989).

OR

Davidson and Fox’s heuristic (as cited in Conrad et al., 2007, p. 989) addressed this issue.

Davidson and Fox are the authors whose information is being cited. This source *does not* get added to the reference list.

Conrad et al. is the source in which the original information was found. This source *does* get included in the reference list.

Introducing quotations

Remember to introduce the quotation by incorporating it in the text of your paper. Do not leave a quotation as a complete sentence standing on its own.

The quotation is included as a separate sentence with no connection to the author's topic. It is not clear how this quotation fits with the author's point.

Example quotation not properly introduced:

Unions must advance with a female perspective and pay attention to matters that women raise. "Union membership means better pay, benefits, and pensions. It means having someone in your corner, bringing fairness and balance to the workplace" (Canadian Labour Congress, 2005, para. 3).

Example quotation properly introduced:

According to the Canadian Labour Congress (2005), "union membership means better pay, benefits, and pensions. It means having someone in your corner, bringing fairness and balance to the workplace" (para. 3).

11. Paraphrasing

Paraphrased ideas allow you to incorporate someone else's ideas or arguments in your paper without using the original wording. These sections are integrated into your own writing, but they must still be cited appropriately (i.e., include author's last name, year, and page number from which you obtained the information).

Do not include page number in your reference if you are citing an author's entire work (i.e., the overall argument of an article or book), but if you are citing information from a specific page or pages, then you should include this information.

Fear of stigma is believed to impact whether or not an individual with a mental illness will seek help (Komiti et al., 2006).

12. Tables

Tables provide an efficient way to present large amounts of data in a condensed format. Tables should be reserved for important data directly related to the content of your paper and for simplifying text that would otherwise be too dense with numbers.

If you include a table in your paper, you do not need to repeat the same information in your text. Simply choose one method of presenting the information—whichever you think will be clearer for the reader to understand. However, you should highlight important information found in the table within the text of your paper to explain the significance.

In your paper, refer to tables by number (e.g., Table 5) instead of “in the table above”.

Tables should contain the following information:

- **Table number:** Number all tables in the order in which they are first mentioned in the text.
- **Title:** Each table should contain a brief and explanatory title at the top.
- **Headings:** Each column should contain a short heading that does not make the column wider than necessary.
- **Notes:** Tables can contain three kinds of notes:
 - General notes provide information about the table and begin with the word *Note* (italicized) followed by a period. General notes include the source of the table if you did not create it.
 - Specific notes refer to a particular column, row, or individual entry and are indicated by superscript lowercase letters.
 - Probability notes indicate the results of tests of significance.

Example of a correlation table:

Table 1

Intercorrelations Between Subscales of the Big Five Measure

Subscale	1	2	3	4	5
1. Extraversion	(.92)	.77*	.67*	.54*	-.45*
2. Openness		(.94)	.65*	.67*	-.37
3. Agreeableness			(.89)	.71*	-.51*
4. Conscientiousness				(.93)	.31
5. Neuroticism					(.92)

Note. Alpha values are indicated in parentheses on the diagonal.

* $p < .05$

13. Citing Tables

To cite tables from another source, include a note below your table providing the reader with proper citation information.

When using a table from another source exactly as it is found in that source, include the words “Reprinted from” to indicate that the table is identical to the original. Use the term “Adapted from” if you have modified it in any way.

14. Figures

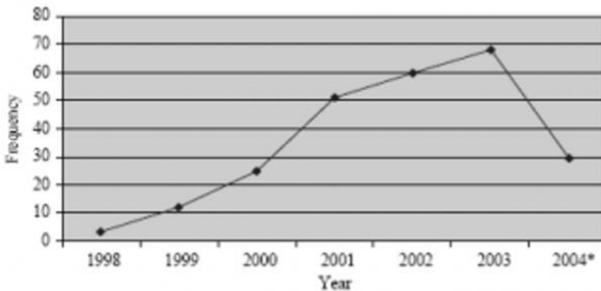
Although figures usually require the reader to estimate values, they allow for a quick glance at an overall pattern of results and are useful for depicting interactions between variables. Figures include graphs, charts, and images, and they should be simple, clear, and easy to understand.

All figures should meet the following requirements:

- Font size for all parts of the figure should be between 8 and 12 points
- Name your figure according to the chronological order in your paper (e.g., Figure 1, Figure 2, Figure 3, etc.) and place this in bold font
- Include a short figure title underneath that is italicized
- Include a legend to explain any symbols used (if necessary)
- When pointing the reader to a figure, refer to it by its number (Figure 5) instead of writing “the figure above.”
- Include a *Note*. (italicized) underneath the figure with a descriptive caption

Figure 1

Use of reverse auctions over time



Note. Depiction of first-time use of reverse auctions over time. Reprinted from “Diffusion of Online Reverse Auctions for B2B Procurement: [an](#) Exploratory Study,” by T. Schoenner, 2008, *International Journal of Operations and Production Management*, 28, p.267.

Remember that figures and tables should each be numbered chronologically but separately (e.g. Table 1, Table 2, Figure 1, Table 3, etc.).

A NOTE ON PLAGIARISM

1. What is Plagiarism?

According to the Saint Mary's University Academic Calendar, under Academic Regulation 18, plagiarism is the:

...presentation of words, ideas or techniques of another as one's own. Plagiarism is not restricted to literary works and applies to all forms of information or ideas that belong to another (e.g. computer programs, mathematical solutions, scientific experiments, graphical images, or data). (Saint Mary's University, 2023).

Therefore, plagiarism includes taking someone else's words, sentences, or paragraphs and using them in your own paper without sourcing the original work. Plagiarism also involves taking someone else's *ideas* or *arguments*, putting them into your own words, and not citing the source. Remember, when you paraphrase an idea or argument from someone else, you must change the structure of the sentence, put it into your own words, and include a citation.

Simply changing or rearranging a few words is not sufficient and is a form of plagiarism.

Academic writing is about conveying ideas and arguments, so if information (or specific sentences or groups of words) is from somewhere else, then you must show where it originated.

2. Avoiding Plagiarism

To avoid plagiarism, cite all the sources used in the paper. If you include information word-for-word from a source, then you must put quotations around it (see *Quotation* section in previous section) and include the proper citation. If you take someone's idea or argument but put it into your own words, then do not use quotation marks, but still cite it both in-text and in the reference list.

3. Common Knowledge and Plagiarism

Common knowledge does not need to be sourced, but there is no set rule for whether something is considered common knowledge or not. To determine if the information is considered common knowledge, ask yourself the question “would everyone who studies Author A, Topic B, or Subject C know this?”, and if you answer “yes” then you should be okay. Another way to determine this is if the same information can be found in five or more sources (which are completely independent and do not reference one person or one another), then the information is probably common knowledge.

Example of something that *does not* need to be cited:

The Big Bang theory posits that the universe began billions of years ago with an enormous explosion.

Example of something that *must* be cited:

Statistics Canada reports women are employed at a rate of 59.3% in Canada (2009).

If you are unsure if a source is common knowledge, then it is always better to cite it than not. Remember, if you are using a specific person’s study or idea then cite that source, even if it is common knowledge. Talk to your professor if you are still in doubt about whether information is common knowledge.

Documenting Research – APA Style

APA style requires both in-text citations and a reference list. With the exception of personal communications, for every in-text citation there must be a full citation in the reference list, and vice versa.

1. In-Text Citations

In APA style, in-text citations are placed within sentences and paragraphs to clarify to the reader what information is being quoted or paraphrased and whose information is being cited.

Formatting in-text citations

Parenthetical, in-text references are used to document sources used in a paper. Sources are briefly identified within the text of the paper, using the author's family name, the publication date, and the page numbers of the specific material being used in the paper.

There are two ways to cite sources in your text: within the sentence (narrative style) and at the end of the sentence (parenthetical):

Dang (2007) states that "quote" (p. 22).

Or

"Quote quote quote" (Dang, 2007, p. 22).

Citations without page numbers

There are various ways to cite sources that do not have page numbers.

Bourgeois (1999) argued "quote" (p. 45-46).

OR

Paraphrase of overall argument (Cameron, 1999).

OR

"quote quote quote" (Hill, 2007, para. 5).

OR

"quote quote quote" (Konopasky, 2010, Discussion section, para. 3).

OR

As Ivanoff (n.d.) suggests, "quote" ("Inadvertent Response", para. 1).

Always use the page number or page range if it is available.

When summarizing an overall argument of a source, then do not include a page number.

If a source has no page numbers and has marked paragraph numbers, then use the paragraph numbers.

If a source does not include page or paragraph numbers, then cite the heading and the number of the paragraph following it.

When no date is listed, write "n.d.", which means "no date."

If a heading is long, then use a shortened version of the heading, enclosed in quotation marks.

Citing a source with one author

For a source with one author, cite the author's family name, publication year, and page number.

Gregory (2009) reported that "quote" (p. 21).

Citing a source with two authors

For sources with two authors, use an ampersand (&) when citing in parentheses only.

"Quote quote quote" (MacKinnon & Nemiroff, 2004, p. 71).

Citing a source with more than two authors

Here, list the first author followed by "et al."

Paraphrase of material (Holmvall et al., 1999).

If there are various sources with two or more authors but the family name of the first author is the same, list the number of authors needed to distinguish the sources followed by "et al."

"Quote" (Smith, Jones, et al., 2012, p. 7). Alternatively, it has been argued that "quote" (Smith, Schmidt, et al., 2009, p. 26).

Citing a source with a group or an organization as author

Sometimes a document will be written by a group or corporation. In this case, use that organization as the author. If the group or organization has a well-known abbreviation, you can abbreviate the name in the text. The first time the group is mentioned, provide the name in full followed by the abbreviation. Use the abbreviation for subsequent mentions.

(National Institute of Mental Health, 2008)

OR

First citation: (United Nations Educational, Scientific and Cultural Organization [UNESCO], 2012)

Subsequent citations: (UNESCO, 2012)

work in place of the author. For the title of an article, chapter, or a web page use double quotation marks; for the title of a periodical, book, brochure, or report use italics.

“Organizational Performance” (2009) defines internal culture as “quote”.

Citing a source with an anonymous author

If the author of a work is specifically designated as Anonymous, then write the word “Anonymous” in place of the author.

Paraphrase of material (Anonymous, 2010).

Multiple citations within the same parentheses

When citing more than one study to support an idea, ensure that citations are in alphabetical order (by author name), in the same alphabetical order as the reference list. Separate each citation with a semicolon.

Paraphrase of idea/argument (Conrad, 2008; Holmvall & Bobocel, 2003)

List separate entries alphabetically by authors’ last names (i.e., “C” comes before “H”), keeping the order of names within each entry (i.e., the second source lists “Holmvall” before “Bobocel”).

Personal communications

Personal communications include letters, emails, personal interviews, phone conversations, and similar sources that contain unrecoverable data (e.g., class notes). They are *not included* in the reference list, but they still need to be cited in-text.

Include the initials *and* last name of the communicator and an exact date.

“quote, quote, quote” (M. Fleming, personal communication, March 26, 2009).

Citing a republished work when original publication date is Required

Sometimes a document is republished but it will be necessary to show the original publication date. In this case, include the original publication date followed by the newest publication date and separate these dates with a forward slash.

(Piaget, 1970/1988)

2. The Reference List

A reference list is a list of all the sources (journal articles, books, documents from websites, data sets, etc.) used in preparation of the paper.

Here are some things to note about the reference list:

- **Alphabetically organized:** Entries should be arranged in alphabetical order by authors' family names. If you have a source without an author, arrange it within the list alphabetically by title.
- **Authors:** Write out the family name and first initials for all authors of a particular work. Use an ampersand (&) instead of the word "and" when listing multiple authors of a single work (e.g., Banks, T., & Campbell, N.).
- **Multiple works by the same author:** List these in chronological order. If an author has published multiple works in the same year organize these alphabetically by title and insert a letter after the date to indicate order (e.g., 2000a, 2000b).
- **Titles:** Only capitalize the first word of the title, subtitle, and proper nouns.
- **Pagination:** Use the abbreviation "pp." to designate page numbers of articles from periodicals that do not use volume numbers, especially newspapers. These abbreviations are also used to designate pages in encyclopaedia articles and chapters from edited books.
- **Hanging Indent:** The first line of the entry is flush with the left margin, and all subsequent lines are indented (five to seven spaces) to form a "hanging indent."
- **Underlining vs. Italics:** Use italics instead of underlining for titles of books and journals.

Note: A *Bibliography* is not the same thing as a *Reference list*. A reference list, or *Work(s) Cited*, only contains the sources actually cited within the paper. A bibliography contains a citation for all sources consulted when researching and writing the paper.

Journal Articles

Journal article with a DOI assigned

Digital object identifier (DOI) identifies electronic documents such as online journal articles. When using a data base (e.g., PsycINFO or JSTOR), it can be found on the first page of the article or along with other article citation information.

Driscoll, C. (2006). The not so ‘clear cut’ nature of organizational legitimating mechanisms in the Canadian Forest Sector. *Business & Society*, 45(3), 322-353. <https://doi.org/10.1177/0007650306289398>

The comma separating the journal and volume is NOT italicized

Volume number of the journal in italics, followed by issue in brackets, if available.

Page numbers of the article

DOI

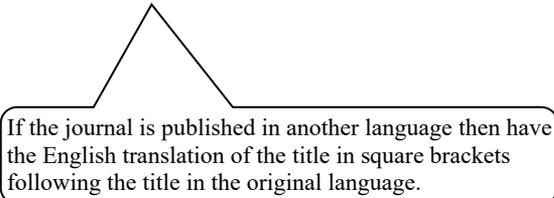
Journal article without DOI assigned (electronic and print version)

Fullerton, G. (2005). The impact of brand commitment on loyalty to retail service brands. *Canadian Journal of Administrative Sciences*, 22(2), 97-111.

Do not include link if there is no DOI; cite as if it were a print version of the article.

Journal article published in another language

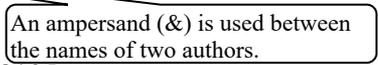
Guimand, P., & Florin, A. (2007). Les évaluations des enseignants en grande section de maternelle sont-elles prédictives des difficultés de lecture au cours préparatoire? [Are teacher ratings in kindergarden predictive of reading difficulties in first grade?]. *Approche Neuropsychologique des Apprentissages chez l'Enfant*, 19(1), 5-17.



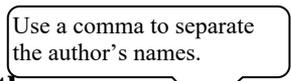
If the journal is published in another language then have the English translation of the title in square brackets following the title in the original language.

Journal article with two authors

Jutla, D. N., & Yu, W. (2008). Applying the Delta model to mobile marketing management in the US marketplace. *International Journal of Electronic Business*, 6, 216-231.
<https://doi.org/10.1504/IJEB.2008.019105>



An ampersand (&) is used between the names of two authors.



Use a comma to separate the author's names.

Journal article with three to twenty authors

Ginsburn, L., Gilin, D., Tregunno, D., Norton, P. G., Flemons, W., & Fleming, M. (2009). Advancing measurement of patient safety culture. *Health Services Research*, 44, 205-224.
<https://doi.org/10.0000/j.1475-6773.2008.00908.x>

Journal article with more than twenty authors

Pegion, K., Kirtman, B. P., Becker, E., Collins, D. C., LaJoie, E.,

Burgman, R., Bell, R., DelSole, R., Min, D., Zhu, Y., Li, W., Sinsky,

E., Guan, H., Gottschalck, J., Metzger, E. J., Barton, N. P.,

Achuthavarier, D., Marshak, J., Koster, R., . . . Kim, H. (2019). The

subseasonal experiment (SubX): A multi-level subseasonal

prediction experiment. *Bulletin of the American Meteorological*

Society, 100(10), 2043-2061.

List the first nineteen authors, followed by an ellipsis, and then add the last author.

18

Print Sources

Book with one author

Kelloway, E. K. (2003). *Using LISREL for structural equation*

modelling: A researcher's guide. Thousand Oaks, CA: SAGE

Publications.

Publisher

Title of book in italics, and capitalize the first word of the title, first word of the subtitle, proper nouns, and acronyms.

Book with two authors

Badawi, J. A., & Beekun, R. (1999). *Leadership: An Islamic perspective*.

Amana Publications.

Edited book

“Ed.” is the abbreviation for “Editor”.

Pendse, S. G. (Ed.). (1991). *Perspectives on an economic future: Forms,*

reforms, and evaluations. Greenwood.

Chapter or article in an edited book

Wang, H. & Wang, S. (2006). Data mining with incomplete data. In J.

Wang (Ed.), *Encyclopedia of Data Warehousing and Mining* (pp.

293-296). Idea Group.

Book Review

Bell, M. (2006, December 31). Are you my mother? [Review of the book *Let the northern lights erase your name*, by V. Vida]. *The New York Times Book Review*.

Article or chapter in an edited book in press

Authors of the article or chapter

“In press” indicates that the book has not yet been published. This replaces the year of publication.

Rixon, D., & Ellwood, S. (in press). ~~Reporting for public sector agencies:~~ A stakeholder model. In S. Osborne & A. Ball (Eds.), *Social Accounting and Public Management: Accountability for the Public Good*. Routledge.

Book with an edition other than the first

Das, H., Schwind, H., & Wagar, T. (2007). *Canadian Human Resources Management* (8th ed.). McGraw-Hill.

The edition number is indicated in parentheses after the title of the book.

The title of the work is used in place of the author.

Book with no author or editor

Publication Manual of the American Psychological Association (6th ed.). (2009). American Psychological Association.

Republished book where earliest edition is needed

Evan-Wentz, W. Y. (2000). *The Tibetan book of the dead, or the after-death experiences on the Bardo plane, according to Lama Kazi Dawa-Samdup's English rendering*. Oxford University Press. (Originally published in 1927).

When the original publication date is needed, include the original publication date after the publisher.

English translation of a book

Cleary, T. (Trans.). (1992). *The book of leadership and strategy: Lessons of the Chinese masters*. Shambhala Publications.

Article in a newsletter

Anderson, B., & Chesley D. (2003, May). Are university professors qualified to teach ethics? *Canadian Academic Accounting Association Newsletter*.

Title of newsletter

Magazine article

Lightstone, K. (1996, May). The road less traveled. *CA Magazine*, 20-27.

If the magazine has volume and issue numbers, then include them here as you would for a journal article.

Newspaper article

Haiven, J. (2004, January 3). Action teams empower youth in communities. *The Halifax Chronicle Herald*, p. B3.

Not all pages use roman numerals. Include all page information.

Name of the publishing organization in italics

Electronic Sources

Document or page from a website – no author

Talented and available workforce. (2012). Nova Scotia Business Inc.

<http://www.novascotiabusiness.com/en/home/te/talentedworkforce/default.aspx>

Complete title of the page

Include the entire url in the reference, and do not use a final period at the end of the reference.

Note: All pages cited in the text must be cited in the reference list, so if multiple pages from the same website are used, then all pages must be included in the reference list.

Document or page from a website - authored

Proctor, S. (2010). *Hot topics: Expert available to discuss workplace safety*. Saint Mary's University. <http://www.smu.ca/newsreleases/2009/10-11-10-workplacesaftey.html>

Urls should not be formatted as a hyperlink.

Data set from an online source

Statistics Canada. (2009). *Table 1: Labour force characteristics by age and sex* [Data file]. <http://www.statcan.gc.ca/subjects-sujets/labour-travail/lfs-epa/t090409a1-eng.htm>

Note: A Statistics Canada source can be considered either a data set (if you are using data from a table) or a government document (if it is a report). See “Other Types of Sources” for citing a government document.

Online lecture notes or presentation slides

Driscoll, C. (2009). *Ethical issues in business* [PowerPoint Slides]. SMUport. <http://smuport.smu.ca/cp/grouptools/fileshare/7485/8793/intro2009.ppt>

Type of file retrieved

Exact date of press release

Press release (online)

Saint Mary's University. (2009, March 10). *Sobey student receives \$10,000 award for excellence in business studies* [Press release]. <http://www.smu.ca/newsreleases/2009/09-03-10.html>

Electronic or digital book

Schmetterer, B. (2003). *Leap: A revolution in creative business strategy*. Adweek and Brandweek Books. <http://books.google.com/books?id=cDTy1fHTmWoC&printsec=frontcover&dq=Business+Strategy+subject:%22Business+%26+Economics++Strategic+Planning%22#PPP1,M1>

Chapter in an electronic or digital book

Chapter title

Homann, K. (2007). Globalization from a business ethics point of view.

In K. Homann, P. Koslowski, & C. Leutge (Eds.), *Globalization and business ethics* (pp. 3-10). http://web.ebscohost.com/ehost/ebookviewer/ebook/bnaxlYmtfXzI3MDEzM19fQU41?sid=5ac23d00-59a8-4151-ba49-33414f5a4d47@sessionmgr4002&vid=1&format=EB&lpid=lp_v&rid=0

com/ehost/ebookviewer/ebook/bnaxlYmtfXzI3MDEzM19fQU41?sid=5ac23d00-59a8-4151-ba49-33414f5a4d47@sessionmgr4002&vid=1&format=EB&lpid=lp_v&rid=0

Page range of chapter

Book from Kindle, Kobo, and e-readers

Johnson, S., & Blanchard, K. (1998). *Who moved my cheese? An amazing way to deal with change in your work and in your life.* (T. Roberts, Narr.) [Audiobook]. http://www.amazon.com/Who-Moved-My-Cheese--Mazing-ebook/dp/B004CR6AM4/ref=sr_1_1?s=digital-text&keywords=business+

amazing way to deal with change in your work and in your life. (T. Roberts, Narr.) [Audiobook].

http://www.amazon.com/Who-Moved-My-Cheese--Mazing-ebook/dp/B004CR6AM4/ref=sr_1_1?s=digital-text&keywords=business+

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[1&keywords=business+](http://www.amazon.com/Who-Moved-My-Cheese--Mazing-ebook/dp/B004CR6AM4/ref=sr_1_1?s=digital-text&keywords=business+)

It is not necessary to indicate that an audiobook was used if the content is the same as in the physical copy. They should be distinguished if the content varies, is abridged, or if you cite the narrator.

Blog, weblog, or video blog

Reynolds, B. (2013, December 12). Want a more flexible work

schedule? Here's how to ask your boss. *Brazen Careerist.*

<http://blog.brazencareerist.com/2013/12/12/want-a-more-flexible-work-schedule-heres-how-to-ask-your-boss/>

Podcasts

Author's name or company which produced the podcast when author information is not available.

Harvard Business Review: IdeaCast. (Producer). (2013, November 4).

Get a dysfunctional team back on track [Podcast].

Exact date

<http://blogs.hbr.org/2013/11/get-a-dysfunctional-team-back-on-track/>

Type of file retrieved.

Type of file retrieved.

TEDTalks

Smith, J. (2012, December). Lessons in business ... from prison [Video].

TED Conferences. http://www.ted.com/talks/jeff_smith_lessons_in_business_from_prison.html

Include streaming service as publisher.

YouTube and other video files

Entrepreneur. (2013, April 10). *Why business leaders should think like artists* [Video]. YouTube. <http://www.youtube.com/watch?v=y75UVNPnPQA>

Author's name or screen name when the author's name is not available. Include both with username in square brackets if available.

Comments and forum or discussion board posts

Molly. (2013, December 8). Such kind words...thank you [Blog comment]. <http://www.successful-blog.com/1/how-does-struggle-make-you-stronger/#comments>

Facebook

Last name, F. M. (Year, Month Day). *Content of post up to the first 20 words* [Type of post]. Site name. URL

Tweets from a person

Exact date of tweet

The full tweet

Barack Obama. (2009, July 15). *Launched American Graduation Initiative to help additional 5 mill. Americans graduate college by 2020*: <http://bit.ly/gcTX7> [Tweet]. Twitter. <http://twitter.com/BarackObama/status/2651151366>

Note: When a person's twitter setting is set to private, cite the tweet as a personal communication. Personal communications do not need to be included in reference lists: use in-text citation only.

Tweets from a public group

The full tweet

Stanford Medicine [@SUMedicine]. (2012, October 9). *Animal study shows sleeping brain behaves as if it's remembering*: <http://stan.md/RrQyEt> #sleep #neuroscience #research [Tweet]. Twitter. <https://twitter.com/SUMedicine/status/2556446886300467>

Wikis

How to Escape a Minefield. (n.d.). Retrieved September 18th, 2013, from Wikihow Wiki. <http://www.wikihow.com/Escape-a-Minefield>

Remember that most Wiki pages can be edited by anyone, so these sources are not academic or scholarly sources

Other Types of Sources

Annual report

Sobeys Inc. (2006). *Sobeys 2006 Annual Report*.

http://corporate.sobeys.com/English/Annual_Reports/2006/introduction.html

Case (stand-alone)

Young, N. (n.d.). *First Nations Artisans (B)*. Accounting Case Institute Case Study.

Name of the organization that published the case.

Case (within a textbook)

O'Rourke, J. S. (1994). Excel Industries (A). In J. S. O'Rourke, *Management Communication: A Case-Analysis Approach* (pp. 51-54). Upper Saddle River, NJ: Prentice Hall.

Government document with an author

Catano, V. M., Kelloway, E. K., & Adams-Roy, J. E. (2000). *Measuring ethical values in the Department of National Defense: Results of the 1999 survey* (DHRRE Sponsor Research Report No. 00-21). Ottawa: Government of Canada.

Government document without an author

Statistics Canada. (2010). *Gross domestic product by industry: Sources and methods with industry details* (Statistics Canada Publication Catalogue No. 15-548-XIE). <http://www.statcan.gc.ca/pub/15-548-x/15-548-x2006001-eng.pdf>

Technical paper

De Young, C., Charles, A. T., & Hjort, A. (2008). *Human Dimensions of the Ecosystem Approach to Fisheries: An Overview of Context, Concepts, Tools and Methods* (Fisheries Technical Paper No. 489). Rome, Italy: Food and Agriculture Organization of the United Nations.

Paper presented at a meeting or conference

Title of article

Haiven, L. (2006, June 14). *Unions in Arts and Culture: Pursuing Intellectual Property* [Conference session]. Canadian Industrial Relations Association Annual Conference, Toronto, ON.

Thesis or dissertation

Novkovic, S. (1993). *Theory of the labour-managed firm: The Yugoslavian case* (Publication No. 9760653) [Doctoral dissertation, McGill University, Montreal, Canada]. EScholarship. <https://escholarship.mcgill.ca/concern/theses/w37638587>

Book review

Loughlin, C. (1994). Dual-earner families review. [Review of the book *Dual-earner families: International perspectives*, by S. Lewis, D. Izraeli, & H. Hootsmans (eds.)]. *Journal of Organizational Behavior*, 15, 287-289.

Journal in which the review was published

Unpublished raw data

Franzen, Q. (2012). [Data set of suicide rates among retired men, ages 85-90]. Unpublished raw data.

Description of the data in square brackets

Movie or documentary

Achabar, M. & Simpson, B. (Producers) & Achabar, A. & Abbott, J. (Directors). (2003). *The Corporation* [Motion picture]. Canada: Big Picture Media Corporation.

Television series

Copyright date

Armitage, M., Downie, M., & Gabriele, L. (Producers). (2013).

Dragons' den [Television series]. Canadian Broadcasting Corporation.

Episode from television series

Date of the first time the episode was aired.

Gartner, H. (Writer), & Weinstein, T. (Director). (2009, March 13).

Staying alive (Season 34, Episode 20) [Television series episode]. In

L. Guerriero & T. Weinstein (Producers), *The fifth estate*. Canadian Broadcasting Corporation.

Episode name

Series name

Fact sheet, brochure, or pamphlet

Canadian Psychological Association. (2009). *Health anxiety* [Fact sheet].

<http://www.cpa.ca/publications/yourhealth/psychology/worksheets/healthanxiety/>

Online consumer brochure

SRI International. (2008). *SRI overview* [Brochure].

<http://sri.com/about/documents/SRI-Overview.pdf>

SAMPLE PAPER

Balancing Acts:

A Two-Stage Process for Organizational Mentorship Programs

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22 September 2013

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Balancing Acts:

A Two-Stage Process for Organizational Mentorship Programs

Research results show that employees who are mentored have an advantage over nonmentored employees, whether related to career development, psychosocial support, or role-modelling behaviours (Chao, 1997; Chao et al., 1992). Additionally, individuals who mentor others also obtain benefits (Allen et al., 1997). For example, individuals involved in mentoring will display organizational-citizenship behaviours (OCBs) towards other individuals in the organization (McManus & Russell, 1997, p. 150) and mentorship is often established prior to an individual’s initial contact with the organization, and change, and acquisition phases of socialization to the organization (McManus & Russell, 1997, p. 155). If individuals are aided in socialization processes, then organizations may indirectly benefit because these employees may require fewer resources in order to adapt to an organization’s culture.

Include the page number when referencing a specific section of a source

Ellipsis used to remove extra information

To use Scandura’s definition (1997), the term mentor “refers to a more senior person who takes an interest in the sponsorship of a more junior person... of the same organization” (p. 59).

In terms of actual mentoring programs, however, informal mentoring relationships are generally deemed to be superior to formal mentoring programs (Chao et al., 1992, p. 619).

Nevertheless, while informal relationships may be superior in terms of results, informal mentoring programs may be less accessible to employees belonging to a minority population (for example, women or racial minorities). As Chao et al.(1992) explain, “informal mentorships [usually] arise because of a desire on the part of the mentor to help the protégé and a willingness on the part of the protégé to be open to advice and assistance from the mentor” (p. 621). Thus, one reason for this lack of accessibility is because informal relationships are chosen by the individuals involved and individuals have a tendency to be drawn to those similar to themselves (Allen et al., 1997). Because of this limitation of informal mentoring, formal mentoring programs may be a better opportunity for minority-group members to access mentoring programs: the programs can be designed to allow equal access to mentors through strategic or blind mentor-protégé assignments. In addition, these programs can create diversity training opportunities for mentors.

References

The reference list appears on a new page.

Allen, T. D., Poteet, M. L., & Burroughs, S. M. (1997). The mentor's perspective: A qualitative inquiry and future research agenda. *Journal of Vocational Behavior, 51*(1), 70-89.

Every line of an entry after the first one is indented.

Chao, G. T. (1997). Mentoring phases and outcomes. *Journal of Vocational Behavior, 51*(1), 15-28

Chao, G., Walz, P. M., & Gardner, P. D. (1992). Formal and informal mentorships: A comparison on mentoring functions and contrast with nonmentored counterparts. *Personnel Psychology, 45*(3), 619-636.

McManus, S. E., & Russell, J. E. A. (1997). New directions for mentoring research: An examination of related constructs. *Journal of Vocational Behavior, 51*(1), 145-161.

Scandura, T. A. (1997). Mentoring and organizational justice: An empirical investigation. *Journal of Vocational Behavior, 51*(1), 58-69.

Notes about the reference list:

- Order the references alphabetically by last name.
- Keep entries the same spacing as the paper (i.e., 1.5 or double).
- When there are several works by the same author, list the earliest publications first, and list single-author entries before multiple-author entries with the same first author.
- If a single author has multiple works published in the same year, the list them alphabetically by title and include letters (starting with "a") after the year in both the reference list and in-text entries (i.e. 1999a; 1999b).
- Arrange references with the same first author and different 2nd and 3rd authors alphabetically by the second author's last name.

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APA formatting and style guide. (2024). Purdue University Online Writing Lab.

https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html

Publication Manual of the American Psychological Association (7th ed.). (2020). Washington, DC: American Psychological Association.

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