

TECHNICAL FORMATTING OF WRITTEN ASSIGNMENTS

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”, “Bachelor thesis”, 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 the 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.

There are different types of written assignments that you need to submit during your studies. While most of the topics covered in this document are universal to all written assignments, there are some topics that apply only for Research paper and Bachelor thesis (these specific topics are in the end of this document).

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The material is compiled based on following sources:

- Guidelines for writing a research paper and bachelor thesis (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>

Title page

The written assignments should have a title page, indicating who has written the assignment and what it is about. The example of the title page can be found on page 17.

Note that for every assignment there is different instructor (supervisor) and their academic position differs (you can find the academic positions of personnel on the website of School of Economics and Business Administration). For example, supervisor can be professor, associate professor, lecturer, research fellow etc. Be sure to have the correct academic position of the supervisor on title page.

There are also different kinds of written assignments possible, not only Research Paper, put the correct assignment type on title page!

Note that you have a correct year at the bottom of the page.

General editing

Running head **should start at page 2. It means that there is no running head on title page!** To do that first add page number and the title of the paper to the header. Then double click on header and choose “**different first page**”.

Title of the paper (when necessary shortened) flush left, in capital letters, Times New Roman 12pt

Page number flush right, Times New Roman 12pt

PERSONALITY TRAITS ATTRIBUTED TO 3

1. Introduction

In this article, the research object is the personality traits of general educational school teachers. Pupils, their parents, colleagues and school principals expect many characteristics in

- Paper format A4 (21 cm x 29.7 cm),
- All page margins (top, bottom, right and left side) should be set to one inch (**2.54 cm**)
- Font type Times New Roman, font size 12pt
- **Line spacing 1.5** throughout the entire document incl. titles, headings, figures, reference list (**except tables and appendices which are single spaced!!!**).
- Text alignment **left**, except those specific headings that are centred
- **In text first line indentation by paragraphs 0.5 inches (1.27 cm).**

Note: be sure not to include additional spacing between paragraphs (paragraph spacing before and after 0pt)

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 (Talbot, 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.

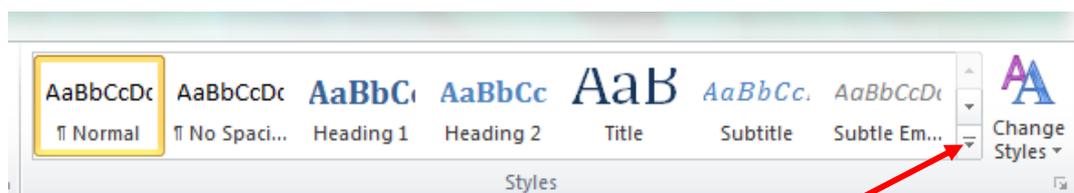
1.1. Transformational Leadership

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).

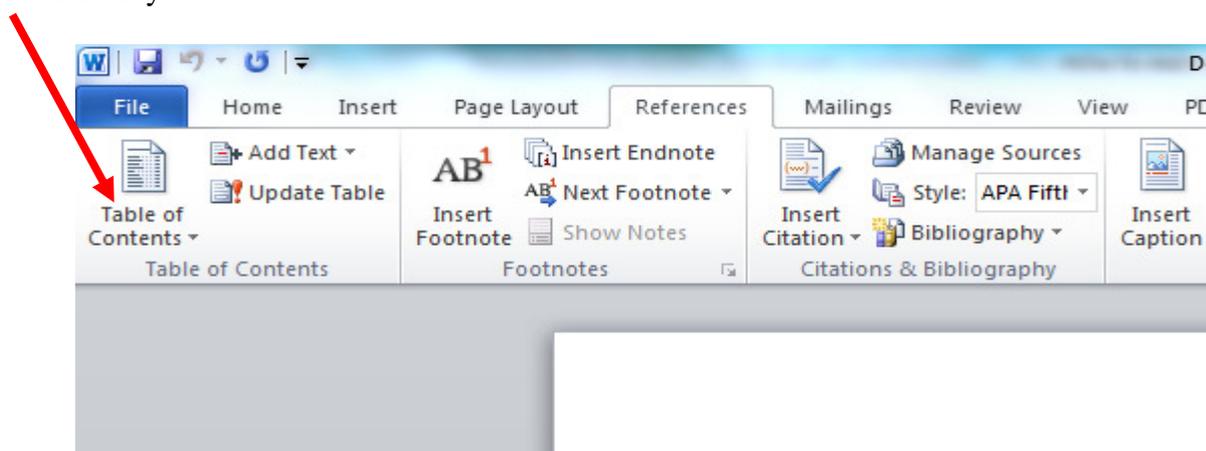


Click here

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.

How to make a table of contents?

- If your work has several sections and headings, use the table of contents to give the reader a quick and comprehensive overview of the structure of the work.
- First assure that all your headings are in place (first level title, heading 1, second level title, heading 2 etc.). How to do that was explained 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** (line spacing 1.5, paragraph spacing before and after 0pt, Times New Roman 12pt) See an example below.

Introduction.....	4
1.	7
1.1.	7
1.2.	13
2.	20
2.1.	20
2.2.	27
Conclusion	34
List of references.....	37
Appendices.....	41
Appendix A. Title of the appendix.	41
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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 (1)
- 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 (2)
- 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 (3) NB! The word “note” or “notes” is in italic.
- **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 (4)
- The table number, title, notes, source and all the content of the table are in Times New Roman 12pt

Table 1 (1) ← **Table number on a separate row, aligned left**

T-scores for personality traits in Estonian teachers (2) ← **Table name in italic, aligned left**

Each column has heading

Personality traits	Female	Male
extroversion	48.56	48.15
agreeableness	53.47	56.14*
conscientiousness	52.91	55.74*
neuroticism	46.66	43.97*
openness to experiences	48.00	54.18

Notes. * T-scores are statistically significantly different from Estonian standard sample (3)

Source: author's calculations (4) ← **Notes below the table**

ALWAYS add a source

No vertical lines!

All table single spaced, Times New Roman 12pt. Text above and under the table with line spacing 1.5

How to lose the unnecessary lines in the table?

- 1) Mark the table
- 2) Right click
- 3) Table properties
- 4) Borders and shading
- 5) Click on the lines you need to lose

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

		Control	Support	Role	Change	
Spearman's rho	Control	Correlation Coefficient	1,000	,176	-,246	,184
		Sig. (2-tailed)	.	,216	,082	,196
		N	51	51	51	51
	Support	Correlation Coefficient	,176	1,000	,537**	,237
		Sig. (2-tailed)	,216	.	,000	,094
		N	51	51	51	51
	Role	Correlation Coefficient	-,246	,537**	1,000	,226
		Sig. (2-tailed)	,082	,000	.	,110
		N	51	51	51	51
Change	Correlation Coefficient	,184	,237	,226	1,000	
	Sig. (2-tailed)	,196	,094	,110	.	
	N	51	51	51	51	

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

Raw data from SPSS

Table 2

Correlation analysis of stressors

	Support	Role	Change
Control	0.18	-0.25	0.18
Support		0.54**	0.24
Role			0.23

Correctly formatted table

Notes.** correlation is significant at the 0.01 level

Source: author's calculations

		Age		Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	1	7	13,7	14,0	14,0
	2	22	43,1	44,0	58,0
	3	21	41,2	42,0	100,0
	Total	50	98,0	100,0	
Total		51	100,0		

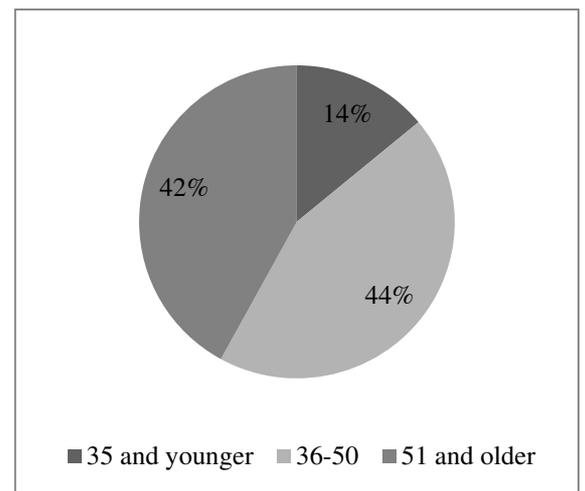


Figure 6. Age of respondents (%)

Source: author's calculations

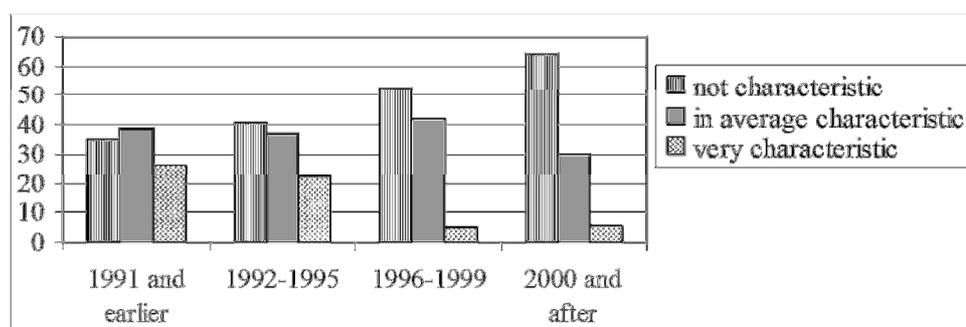
Raw data from SPSS

Better presented as a figure

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, **line spacing 1.5**



- (1) *Figure 1.* Perception of teachers' level of neuroticism according to the year society members graduated from secondary school (%) (2)
 Source: author's calculations (3)
- Figure number Italic**
- Figure title on the same row, not italic**
- ALWAYS add a source**
- Don't forget the formatting! Times New Roman 12pt, line spacing 1.5**

How to make a list?

- The items can be single sentences or full paragraphs. Avoid very long items.
- **The source of the list is given before the list.**
- **Line spacing 1.5**
- Lists can be numbered, lettered and bulleted. Any symbol may be used for the bullets, although small circles or squares are typical software default.

When a list has only single words or phrases the punctuation goes as follows (source here):

1. word
2. word
3. phrase

When a list has full sentences the punctuation goes as follows (source here):

- A. Full sentence. Full sentence. Full sentence.
- B. Full sentence.
- C. Full sentence. Full sentence.
- D. Full sentence. Full sentence. Full sentence. Full sentence.

When a list has no full sentences but has still longer and more complex parts then the punctuation goes as follows (source here):

- the list is more complex and long with several parts, the list is more complex and long with several parts;
- the list is more complex and long with several parts;
- the list is more complex and long with several parts, the list is more complex and long with several parts;
- the list is more complex and long with several parts;
- the list is more complex and long with several parts.

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: 1) To show your readers that you have done your research, 2) To give credit to others for work they have done, 3) To point your readers to sources that may be useful to them, 4) 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! **Rewording different authors' work is not sufficient to avoid plagiarism.** You'll have to construct your own literature review, according to your own structure and topics. For example, put the ideas from different sources into one sentence (be sure to add references), find additional (newer) sources to refer to, etc. If you just rephrase what others have already written, this is not considered research, but plagiarising. **Avoid citing the same source for several consecutive paragraphs.** Please use secondary source citations only in exceptional cases when the information is vital for your work, but the original source is not available. Most of the work should be your own synthesis of different sources and your own contribution via new ideas, opinions etc.
- 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 or the first few words of the actual reference entry. When year is not available use (n.d.). For example, Hispanic men in corporate world. (n.d.).
- **Secondary source citation** (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.

Author of th document Anne Aidla

When the citation is at the end of the sentence & mark is used

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.

When the citation is at the beginning of the sentence "and" is used

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

Geography. (1 January, 2010) Ukraine Today: Catalogue of leading enterprises of Ukraine. Retrived from <http://www.rada.com.ua/>

White Nights Europe. (n.d.) Baltā Nakts. Retrieved from <http://www.baltanakts.lv/2006/.php?nr=4&lang=2>

How to make a reference list?

Every reference cited in the text should be listed on reference page(s). Every source in the list of reference must have in-text citation. 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. There cannot be any source in this list which is not referred to in text. 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**
- In the reference list the **line spacing is 1.5**, Times New Roman 12pt, **paragraph spacing before and after Opt.**
- 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“)

It is important that the reader is able to find the cited source according to the in-text citation: **in list of references use the same beginning as for in-text citation.** For example, when your in-text citation begins is (Johns & Sims, 2007), then the reference must begin also with Johns, not for example the website address of this text.

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

Jackson, L.P., Black, P., White, S.S., & Cale, L. (2008). *The times are changing for urban developers* (2nd ed.). Boston: Allester and Bacon.

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

Roddy, P. K. (2004). A study of communication between a 1964 rock band and youth. *Journal of Social Commentary*, 23(2), 254-287.

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

Hoban, D. M. (2007, July 23). Fighting high cholesterol in diabetic adults. *Healthweek*, 12(2), 54-57.

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

Helm, T. R. (2007, May 23). Terrorism in the food chain. *The Montgomery Times*, pp. 5-6.

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“).**

Johns, K., & Sims, P.T. (2007). *Social structures within political organizations*. Retrieved from <http://www.mu.edu/publications/papers.html>

Hispanic men in corporate world. (n.d.). Retrieved from <http://www.psychek.com/psy/edu.htm>

1. Brody, N., & Ehrlichman, H. (1998). *Personality Psychology*. New Jersey: Prentice Hall.
2. Dakin, S. (1994). The Role of Personality Testing in Managerial Selection. *Journal of Managerial Psychology*, 9(5), 3-11.
3. Harris, J. A., Vernon, P. A., Johnson, A. M. & Jang, K. L. (2006). Phenotypic and genetic relationships between vocational interests and personality. *Personality and Individual Differences*, 40(8), 1531-1541.
4. Hispanic men in corporate world. (n.d.). Retrieved from <http://www.psychek.com/psy/edu.htm>
5. Hoban, D. M. (2007, July 23). Fighting high cholesterol in diabetic adults. *Healthweek*, 12(2), 54-57.
6. Johns, K., & Sims, P.T. (2007). *Social structures within political organizations*. Retrieved from <http://www.mu.edu/publications/papers.html>

Hanging indentation by references (1.27 cm)

No hyperlink!!!

What to do with sources that are not in English?

Please add translation of the title in brackets

1. Janzen, G., & Hawlik, M. (2005). Orientierung im Raum: Befunde zu Entscheidungspunkten [Orientation in space: Findings about decision points]. *Zeitschrift für Psychologie*, 213(4), 179–186.
2. Piaget, J. (1966). *La psychologie de l'enfant* [The psychology of the child]. Paris, France: Presses Universitaires de France.

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.

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 Table with results
- 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 30

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

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

Appendix label

Appendix D

Appendix name

Sample characteristics

Sample characteristic	Variables	N	% of all the respondents
Respondent's location	Estonia	68	67,3
	Latvia	7	6,9
	Lithuania	12	11,9
	NA	14	13,9
Respondent's age	20-29	29	28,7
	30-39	41	40,6
	40-49	11	10,9
	50-59	5	5
	NA	15	14,9
Manager's location	Estonia	71	70,3
	Latvia	8	7,9
	Lithuania	8	7,9
	NA	14	13,9
Manager's age	20-29	18	17,8
	30-39	50	49,5
	40-49	20	19,8
	NA	13	12,9

Notes. NA not answered

Source: compiled by the author

Structure of paper and its formatting differences from APA

APA document	Papers at School of Economics and Business Administration
Title page	Title page and the next page from it
Abstract	Table of contents
Introduction	Introduction
Method	Theoretical part (Chapter 1, Subchapters 1.1., 1.2 etc.)
Results	Empirical part (Chapter 2, Subchapters 2.1., 2.1. etc.)
Discussion	Conclusion
References	References (numbered)
Tables	
Figures	
Appendices	Appendices (if necessary) (single-spaced)
	Summary in Estonian (up to 500 words)

Explanations to the table:

- Title page consists of (see an example in appendix on page 17)
 - 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, Bachelor Thesis, homework etc.)
 - Supervisor of the paper (with the position)
 - Name of the place where the work is submitted and year
- NB! Running head starts from page 2 (meaning that it is not provided on title page).
- **the next page after title page** includes author's declaration and signature (is used in cases of Research Paper and Bachelor thesis). See the form in appendix on page 18.
- There is no need for an abstract. Instead a table of contents is required.
- All tables and figures are placed within the text of the 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**.
- At the end on the Research paper, Bachelor Thesis and Master Thesis there should be a short summary in Estonian (up to 500 words).

UNIVERSITY OF TARTU
Faculty of Social Sciences
School of Economics and Business Administration

Oliver Park

TEAM LEARNING IN A MATRIX ORGANIZATION

Research paper/Bachelor Thesis/homework etc.

Supervisor: prof. Urmas Varblane

Tartu 2020

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

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