PUTRA Business School

Nurturing Human Leaders

GUIDE TO THE PREPARATION
OF
CASE STUDY PROJECT PAPER

1.0 CASE STUDY PROJECT PAPER FORMAT

Case research, analysis and writing provide individuals an opportunity for an alternative unique living and learning experience that is relevant and productive for him or her when faced with the need to make difficult/challenging decisions in a logical, analytical, and professional manner. This section proposes a format for writing a case study project paper after the research, analysis and findings have been completed that will help a writer attain this experience.

A case study project paper should contain three main divisions:

a. **the preliminary pages** or front end;
b. **the text** or main body (which is usually divided into: Part I – Case Description and Part II – Case Analysis); and
c. the **back end**.

The preliminary pages or front end include elements such as the title page, dedication, acknowledgements or preface, declaration form, table of contents, and lists of tables, figures and abbreviations.

The back end consists of references and appendices or annexes.

Table 1 is an example of a list of items arranged in sequence to show the elements in a case study project paper from the preliminary or front end to the supplementary or back end. This example is to be used as a guide as not every case study project paper are the same and need not include all the items listed.

Table 1: Components of a Case Study Report

	ITEM (items1-10 = the front end, item 11 = as the main text items 12-14 = the back end)	REMARKS (all paging from items 1-10 to be in Roman)
1.	Blank	Leaf
2.	Title page	Not to be paginated but is counted as one (i). Subsequent pages are paginated and are numbered consecutively. Main sections are listed in the Table of Contents.
3.	Dedication (if any; is optional)	If included, it is not to be paginated or listed in Table of Contents but is counted as two (ii).
4.	Executive Summary	Listed in the Table of Contents. (Sample in App C)
5.	Acknowledgements/Preface	Also listed in the Table of Contents
6.	Declaration Form	To be signed by student and listed in the Table of Contents.
7.	Table of Contents	Not listed in Table of Contents
	List of Tables	Listed in Table of Contents
	List of Figures	Listed in Table of Contents
	List of Abbreviations or Glossary	Listed in Table of Contents
	Main body (Part I and II)	To be paginated
	References/ Bibliography	To be paginated
	Appendices/Annexes	First sheet to be counted but not paginated (Insert a left with only the word APPENDICES in the centre of the page, followed by the actual appendices which are paginated)
	Blank	Leaf

1.1 Title Page

This page (see Appendix B), includes the following information:

a) Full title of the case study.
b) Full name of author.
c) Degree for which the case study is submitted.
d) Name of the Putra Business School; and
e) Month and year of **submission**.

It is common to have the '**name of the organisation**' in the title of the Case Study Project Paper, plus a short phrase of the issue embedded. It should be typed with single-spacing.

1.2 Executive Summary

The executive summary is a condensed version of the case and should be given the same careful attention as the main text. It includes brief statements of the following:

i) Brief organisation background
ii) Problem(s) identified,
iii) Analysis done and what was found
iv) Suggested solution(s),
v) Suggested action for management to take
vi) Recommendations and conclusion.

The executive summary normally should not exceed 350 words or 1 page.

1.3 Acknowledgements or Preface.

Acknowledgements or preface may contain all or some of the following information:

i) Reasons for doing the study;

ii) Acknowledgements of guidance and assistance from individuals and institutions;

iii) If the case study is published, written permission to use any copyright or commercially sensitive materials.

Many authors prefer to have a section called ACKNOWLEDGEMENTS in place of a Preface. Whatever the title, this section can be written in the first person or the third person.

1.4 Declaration Form

The declaration form should read as follows:

DECLARATION

I hereby declare that the case study is based on my original work except for quotations and citations that have been duly acknowledged. I also declare it has not been previously or concurrently submitted for any other degree at PBS or other institution.

________(signed)________

NAME OF STUDENT

Date:

1.5 Table of Contents

The Table of Contents immediately follows the Acknowledgements. It lists in sequence, with corresponding page numbers, all relevant subdivisions of the case study, including the titles of sections, and subsections as appropriate in each Part; the references; the list of abbreviations and other functional parts of the whole case study; the appendices (if any); the index (if provided). A Table of Contents should ***not*** be listed in the Table of Contents itself!

1.6 List of Tables

This list consists of the exact titles or captions of all tables in the text and in the appendix, with the beginning page number for each.

1.7 List of Figures

This includes graphs, maps or figures or illustrations of other kinds. List the exact title or caption and its corresponding page number. Figures, including any in the appendix, should be numbered consecutively throughout the case study.

1.8 List of Abbreviations

If an assortment of abbreviations and acronyms (e.g. FAO, DOA, MARDI, PORIM, etc.) is used in the case study, it is best to give them their meanings in a List of Abbreviations, even though the full names are given at the first mention in the text. This list serves as ready reference to readers not familiar with the abbreviations, or reading part only of a case study. Universally recognized scientific symbols (°C, cm, mm, kg, ha, etc.) need not be listed.

1.9 Main Body: Text of the Case Study Project

1.9.1 Part I – Case Facts

This part of a case study project paper consists of the detailed descriptions and information of the company being studied ('company' here also refers to organisation, department or 'the bounded entity' defined by the case). It usually supplies the situation context and the necessary information related to the key problems faced by the principal protagonists in the case. The case should reflect the real world by providing an over-abundance of information and detail about a particular business situation. Most case write-ups as in Part I contain two basic parts:

Part a: the case text; and an example of such a text is:

1.1 INTRODUCTION (THE OPENING PARAGRAPH)

1.2 GENERAL COMPANY BACKGROUND

1.3 INDUSTRY OVERVIEW

1.4 COMPANY'S OPERATIONS AND THE AREA OF CONCERN

1.5 IDENTIFIED ISSUES IN THE AREAS OF CONCERN

1.6 SERIOUSNESS OF THE ISSUES: SYMPTOMS OR PROBLEMS?

1.7 CONCLUSION AND ACTION NEEDED

Part b: EXHIBITS and other additional information.

The main objective of these 2 parts in Part I, is to provide the analyst with all the facts about the company to enable him or her to identify with a high degree of confidence the problems or issues faced by the company. This is also based on the facts provided or assumptions made, or both and to make all of them available in the text or as exhibits.

Among the possible additional information useful for analysing the case may include the following items:

a. Additional company background, its history, mission, strategies, and objectives of the company
b. Financial data such as balance sheets, income statement of sources and applications of funds, cash flow statements
c. Annual reports and extracts of conversations between various parties in the company obtained through the mass media or annual reports,
d. Specific information from various functional areas of company such as marketing, human resource management, productions and operations, finance, accounting, and so on
e. Other relevant data presented in the forms of tables, figures, photos, flow charts, drawings, and so on and be it qualitative or quantitative.

It should be **stressed** here that, whatever information used in Part II of the case study must be based mostly on the facts given in Part I. Other required information not found in Part I could be stated in the form of assumptions or generated in Part II for the purpose of analysis.

Brief explanation of the various sub headings mentioned in Part I above:

1.1 Introduction (the opening paragraph):

This opening paragraph can be on the company's history or current state or even the issues to be handled.

1.2 General company background:

A bit more information on the company, its set up and its main activities.

1.3 **Industry overview:**

General information on the industry the company is active in. If there are more than 1 sector, then a description of the main sector and briefly the other sectors.

1.4 **The company's operations and the area of concern:**

Additional description and information on the department or section where the issues identified are to be handled.

1.5 **Identified issues in the areas of concern:**

Detail of the issues identified and its relationships with the others in the company.

1.6 **Seriousness of the issues, symptoms or problems:**

Need to clarify the issues and determine the symptoms or problems?

1.7 Conclusion and action needed:

Clarify the issues to be solved and ascertain the kinds of data that are needed already available in the company.

1.9.2 <u>Part II – Case Analysis</u>

Part II of the Case Study Project Paper is all about solving the issues identified in Part I. A typical format for Part II of such a project paper is shown:

2.1 A BRIEF SUMMARY OF THE CASE FACTS (Extracted from part I).

2.2 STATEMENT OF THE PROBLEMS TO BE SOLVED.

2.3 A SUMMARY OF THE PERTINENT FACTS AND ASSUMPTIONS ABOUT THE PROBLEMS TO BE HANDLED,

2.4 APPROACHES IDENTIFIED TO HANDLE THE PROBLEMS,

2.5 ANALYSIS OF ALTERNATIVE METHODS AND GENERATING POSSIBLE SOLUTIONS,

2.6 DECISION AND RECOMMENDING THE PREFERRED CHOICE.

2.7 CONCLUSIONS.

Brief explanation of the various sub headings mentioned above:

2.1 A brief summary of the Case Facts:

This is a short paragraph to recap the main gist of Part I to remind readers of the many information available in Part I of the case.

2.2: Statement of the Problem

State in two or three sentences the problems or issues identified in Part I that need to be solved. This has to be clear to avoid confusion when during the analysis phase.

2.3 Summary of the Pertinent Facts and Assumptions

Briefly summarize the facts in the case. Assume the role of the consultant who has gathered the facts and must present them to a specific person or group.

2.4 Approaches identified to handle the problem

Researcher to suggest and provide possible alternative approaches toward solving the problem based on available data (or new data to be generated) and to employ those that are feasible based on the kinds of resources made available.

2.5 **Analysis of Alternative Solutions**

This is usually the most demanding and difficult section of the Report. Sometimes there is a fine line between summary and analysis, and analysis and recommendation. Using the facts gathered and assumptions made, you should be able to provide a list of possible alternative solutions or steps you could follow to take advantage of the opportunity that has arisen. In your analysis, you may discuss the causes of the problem as well as the impact of the problem on the company. There are many analytical tools and techniques that you can use for analysing the case.

These will depend on the area of emphasis of the case. Cases on each functional areas will have their respective tools to be applied. Choosing the right tool will be the challenge and analysing them appropriately will be the other. Among others, these techniques include ratio analysis, breakeven analysis, decision tree, PERT/CPM network, SWOT, IFAS, EFAS and many more.

This section of your case report is important because you are analysing the problem and evaluating the solution, so that you can make a recommendation or present a plan to rectify the problems.

2.6 Decision and recommending the preferred choice.

In this section you provide direction. By examining each of the alternatives as described above, including their advantages and disadvantages, you should be able to decide on the best alternative to recommend to the company.

The recommendation section is your “argument”. Using the facts of the case and your analysis, you “argue” that certain steps must be taken.

2.7 Conclusion

Use this section for any concluding remarks that you may want to make to the company. You will not need to create this section if you have made concluding remarks in your recommendations.

Another sample of a possible format of the text of a Case Study Project is shown in Appendices D1 and D2.

3.0 WRITING RULES AND CONVENTIONS

3.1 Language

The project paper should be written in English. Language use should be consistent throughout the thesis, especially in terms of spelling (American or British). The Roman alphabet should be used unless otherwise required by the discipline.

3.2 Note on Last Paragraphs

The last paragraph of any page should comprise at least two lines of text. Similarly, any heading appearing near the bottom of a page should be followed by at least two lines of text on the same page. If this cannot be done, bring the lines and the heading concerned over to the next page.

If the last paragraph of a page has to be continued on the following page, make sure that the new page contains at least one full line of text belonging to the last paragraph. In other words, the first line on the new page must not seem to appear like a heading, as would happen if it contains only one word or a short phrase. If this cannot be done, bring forward the last line from the previous page, provided this does not violate the requirement mentioned in the first paragraph of this note.

3.3 Footnotes

Footnote should be used sparingly, and it should be used only to clarify terminology, to state conversion factors or exchange rates and not to cite authority for specific statements or research findings of others. A citation of authority is done in the text as described in the following section. Extensive footnoting tends to distract the reader from the main argument of the text. If footnotes are necessary, the indicators (the numbers in the text) are usually superscript. The numbering must be continuous within each chapter or appendix, not throughout the text. That is, start each chapter or appendix with footnote 1.

3.4 Citations in the Text

Sources must always be cited in the text. Each reference is referred to by the author's surname and date (year) inserted in the parentheses (bracket).

Example 1: According to Clark (2019) many issues………………..or Many of the outstanding issues have been resolved (Clark, 2019).

Example 2: Colgan and Johnson (2018) argue that women's experience…………..or Women's experience as trade union activists………………(Colgan & Johnson, 2018).

When there are more than two authors, it is convention to give the name of the first author followed by et al., which means 'and others.' If there is a same author published more than one work in the same year, then suffixes 'a', 'b' and 'c' are added. Example Jones (2019a, 2019b). If the same author with more than one articles is cited in the same sentence, then only date (year) is added. Example Jonathan (2015, 2018).

3.5 Units of Measure

Use internationally recognized units of measure, such as: 1 liter (1L)
20 milliliters (20mL)
5 kilograms (5kg)
20 kilometers (20km)
2.5 hectares (2.5ha)
3.7 metric tons (3.7t)
45 parts per million (45ppm) 12 grams (12g)
500 U.S. Dollars (USD500)
3.4 metric tons/hectares (3.4t/ha)

The numbers before the measurement units should not be spelt out, Eg. write 5kg, not five kg even if they are below 10. The only exception occurs when the numeral is the first word of the sentence. No sentence in English can begin with a digit so you would have to either re-organize the sentence or start with the spelt- out numeral.

3.6 Numbers

All integers less than ten should be spelt out unless attached to units of measure (Eg. 5kg, 10mL). Use figures for number 10 or more than 10. As explained above, if a sentence begins with a number, write the number in words, e.g. “Three hundred and eighty-five farmers were sampled from the study area.”

3.7 Elliptical Mark

Writers should use the ellipsis mark to show an omission from quoted material. The ellipsis consists of three-spaced full stops (…). When an ellipsis follows a sentence, it appears as four full stops (….). One full stop marks the end of the sentence and the other three signal the omission.

3.8 Use of Symbol for Percentage

The symbol % may be used in place of the word percent, Eg. 27.3% and typed without a space. If the candidate prefers to write 27.3 percent, then consistency should be maintained throughout.

3.9 Direct Quotations

Direct quotations must be kept to a minimum and must be acknowledged. Direct quotations less than three lines in length can be indicated using double quotations marks. If the length of the quotation is three full lines or more, use indentation and include page numbers. Indented quotations should be single-spaced with no quotation marks.

Example of a direct quotation that is less than a sentence and is worked smoothly into the text:
As Hattersley and Mc Jannet (2015, p.121) explain, feedback, both giving and receiving, is an “essential” management skill.

Example of a direct quotation that is in full sentence:

As Hattersley and Mc Jannet (2015) state, “Giving and receiving feedback are essential managerial skills” (p. 121).

If the name of the author or authors quoted does not open the sentence, it is given at the end with the date and page number.

Many authors stress the importance of feedback because “giving and receiving feedback are essential managerial skills” (Hattersley & Mc Jannet, 2015, p. 121.)

Longer quotations are indented on the left side only or on both sides. Indenting shows that the text is quoted so quotation marks are redundant.

> The Main Board was refurbished through the launch of four new sectors (consumer products, construction, industrial products, and trading and services), the introduction of a loans sector and the merging of the oil palm and rubber sectors as the plantations sector (Foong, 2014, p. 17).

3.10 Plagiarism

Plagiarism is taking the works of others and using them as if they were your own. Such works include words or ideas from printed literature such as journal papers, magazine articles, books, newspapers, web pages, computer programs, etc., published figures, tables, diagrams, illustrations, charts, maps, pictures or other visual materials; and information from interviews, etc.

Plagiarism comes in three forms:

i. Copying full sentences or even paragraphs straight from the source as though they are the student's own work,
ii. Using the original wording from the source material without inverted commas or indentation, even if the source is acknowledged, and
iii. Paraphrasing without acknowledgement.

Usually, a change in style alerts the reader to the possibility of plagiarism but it is also true that it sometimes goes by undetected. It is now possible to detect plagiarism by simply searching a small string of words on the Internet. Additionally, plagiarism-checking software programs, such as Turnitin, are also widely available. These programs produce Originality Reports, which list the percentage of similarity between the student's words and the source. Even excerpts with minimal alterations will be detected. Plagiarism is considered a form of theft, and is under no circumstances acceptable in the world of scholarship.

The key to avoiding plagiarism is to make sure credit is given where it is due when incorporating another writer's work. Students should do this even when the original source is paraphrased or summarized. When quoting a published or verbal statement, it must be identical to the original and must be attributed to the original author. Always cite the authors whose published works or statements are used in the thesis. The usage of materials such as diagrams and figures which are available on the internet or published articles without the permission of the copyright owners is an infringement of copyright and is not allowed.

3.11 Use of Editorial Service

Some students employ professional editors to 'polish' their written work. This should be done before submitting the project paper. Be aware that some people who claim to be editors are not qualified, so check carefully before you commit yourself to an editor. PBS does not insist that all project papers be sent to professional editors (who charge a fee for their services). However, students should know that PBS accepts only project papers that are free from basic errors in spelling, grammar and punctuation. Supervisors cannot be held responsible for the grammatical errors in the student's project paper. Their main responsibility is to check the content of the project paper, and not the language used. Normally project paper submitted to PBS will be thoroughly checked to ensure that it conforms to the present Guide.

4.0 TECHNICAL SPECIFICATIONS

The project paper must only be printed on a letter-quality or laser printer. Only the original copy of a project paper or good and clean photocopies will be accepted. Copies with correcting fluid will not be accepted.

4.1 Thesis Title

The title of the project paper should not exceed 20 words.

4.2 Number of Words

The minimum word limit for a Project Paper is **15,000 WORDS** excluding references and appendices. Students must obtain written permission from PBS before submitting a project paper longer than the prescribed length.

4.3 Page Layout

The text should be presented in the portrait layout. The landscape layout may be used for figures and tables.

4.4 Type of Paper

White simile A4 size (210mm x 297mm) paper (80g) or paper of equivalent quality should be used. Students must include an extra blank sheet for the front and back of the project paper. Photocopies of the project paper must be on similar quality paper.

4.5 Typeface and Font Size

The text of the project paper, including headings and page numbers, must be produced using Times New Roman. The font size should be 12-point and should not be scripted or italicized except for scientific names and terms in a different language. Bold print may be used for headings. Footnotes and text in tables should not be less than 8-point.

4.6 Margins

The left margin should be at least 40 mm, and the right, top and bottom margins at least 25 mm. Margin specifications are meant to facilitate binding and trimming. All information (text headings, footnotes, and figures), including page numbers, must be within the text area.

4.7 Spacing

The project paper should be typed double-spaced, with four spaces between paragraphs and sections. The following however, should be single-spaced:

i. Footnotes (if absolutely necessary),
ii. Quotations of three lines or more, indented and set in a block,
iii. Multi-line captions (Tables, Figures)
iv. Appendices such as Questionnaires, Letters, and
v. Headings or Subheadings.

4.8 Pagination

All pages should be numbered consecutively throughout the project paper, including pages containing tables, figures and appendices. Page numbers should be centred centrally at bottom margins. Page numbers should appear by themselves and should not be placed in brackets, be hyphenated or be accompanied by decorative images. Text, tables and figures should be printed on one (1) side of each sheet only.

Preliminary pages preceding Chapter 1 must be numbered in lower case Roman numerals (i, ii, iii, etc.). The title page should not be numbered although it is counted as page (i). Page 1 is the first page of the Introduction (Chapter 1) but is not numbered. Subsequent pages should be numbered beginning with page 2. Arabic numerals (1, 2, and 3) are used on the pages of the text and supplementary sections.

4.9 Binding

Before making the required number of copies and binding the project paper, ensure that all necessary requirements have been met and signatures have been obtained. Check that all pages are in the correct order. The project paper should be bound with a **maroon** hard cover and the binding should be of a fixed kind in which pages are permanently secured.

5.0 SUBMISSION

- ✓ LLD008 Project Paper/Case Study Submission Form
- ✓ LLD009 Project Paper/Case Study Student-Supervisor Meeting Form
- ✓ LLD010 Project Paper/Case Study Check List Form
- ✓ 3 (three) hardcopies (comb binding)
- ✓ 1 Softcopy (CD)
- ✓ Turnitin Report (Result above 30% will not be accepted)

Note:

- *The project paper must be in the student's area of program and specialization.*
- *Each student has to choose one supervisor with a background related to student's research area either from PBS or those affiliated with PBS.*
- *Three hardbound copies of the project paper must be submitted within 2 trimesters from the date of course registration.*

Binding - Hardbound Maroon Color

(For students who achieved A Grade only)

One hardbound copy is required to be submitted to PBS. The binding should be of a fixed kind in which pages are permanently secured. The following should be lettered in gold from the head to the foot of the project paper/case study spine, using 18-point fonts:

a. Name of candidate;
b. Program and Specialization for which the work is submitted; and
c. Month and Year of submission

The following particulars should be provided on the Case Study cover, using 18-point gold block font:

a. Title of Case Study
b. Name of candidate
c. Program and Specialization,
d. Name of Institution; and
e. Month and Year of submission

APPENDIX A

Spine and Cover of the Case Study

	TITLE OF THE CASE STUDY PROJECT [IF IT IS THE NAME OF A COMPANY (to include in bracket the area of study) CANDIDATE'S FULL NAME MASTER OF BUSINESS ADMINISTRATION (MANAGEMENT) PUTRA BUSINESS SCHOOL (MONTH/YEAR OF SUBMISSION)

SPINE **COVER**

APPENDIX B

TITLE PAGE

DIGITAL STORAGE MALAYSIA: MANAGING EMPLOYEE RETENTION

By

AHMAD BIN YUSOFF

Case Study Project Submitted in Partial Fulfilment of the Requirements for the Degree of Master of Business Administration (Management) at the Putra Business School

May 2005

APPENDIX C

SAMPLE OF EXECUTIVE SUMMARY

Digital Storage (M) Sdn. Bhd. (DSM), a US-based harddisk drive (HDD) manufacturer located in Petaling Jaya, was facing difficulty in retaining talented workers within the organization. Quality of new product was badly jeopardized due to inexperienced engineers being assigned to implement correction actions on identified root cause of failure. Top management of DSM was very concerned whether the company would be able to meet the schedule of new product launching.

Increasing pressure in market competition had made DSM struggle to secure profits. This had forced DSM to undergo a series of aggressive activities in response to stiff HDD market conditions, which most of it involved cost cutting in operating expenses. An employee survey was conducted in 2004. Survey results revealed a significant decreased in employee's satisfaction towards the company when compared to results of similar survey conducted in 2002.

From the study, the root causes of employee retention problem encountered by DSM could be summarized into following:

a) Lack of career development and opportunity for advancement

b) Lack of job security

c) Uncompetitive rewards system

d) Lack of recognition and appreciation of works

e) Dysfunctional performance management system

Performance-based compensation program is suggested as a short-term solution for DSM. Performance-based compensation program is targeted to solve retention problem that is due to uncompetitive rewards system, lack of recognition and appreciation of works, as well as dysfunctional performance management system. As a long-term solution, the company is highly recommended to develop second strategy for the career development of its employees. Career development strategy is recommended to solve retention problem due to lack of career development and opportunity for advancement, as well as lack in job security.

Employee retention is an ongoing process. Three key components: the employees, organization and management must be committed to the success of this process to ensure mutual benefits for all parties.

(305 WORDS)

APPENDIX D

Table of Contents (subheadings are not numbered)

TABLE OF CONTENTS

APPENDIX D1

Table of Contents (subheadings are numbered)

<u>TABLE OF CONTENTS</u>

PART II : Case Analysis **Page**

APPENDIX E

Examples of Reference Format

Journal:

Ho, Y.W. and Nawawi, A. (1991). Effect of carbon and nitrogen sources on growth of *Ganoderma boninense* from oil palm. *Journal of Plant Protection in the Tropics* 8:37-43.

Monographs:

EITHER

Turner, H.N. and Young, S.S.Y. 1969. *Quantitative genetics in sheep breeding*. Ithica: Cornell University Press.

OR

Herlina, S. and Tan, F.H. 1992. Molecular aspects of typhoid fever. Kuala Lumpur: Protea Press.

Book Chapter:

Chan, T.K. 1992. Plasmids of enterobacteria. In *Pathogenesis of bacterial infections*, ed. A. Ramirez, and S. Aquino, pp. 235-243. Kuala Lumpur: Protea Press.

Roberts, D.W. 1980. Toxins of entomopathogenic fungi. In *Microbial control of pests and plant diseases*, ed. H.D. Burgess, pp. 441-463. New York: Academic Press.

Personal Communications:

These should be mentioned in the text in the following form: (A.B. Salleh, 30 May 2005, pers. comm.).

Webpages

Vice President, 2002. University of Calgary Research Policies and Procedures Handbook. http://www/ovpr.uga.edu/rpph/rph_misn.html. Accessed on 23 February 2005.

Author, Y. Title of the article or information. http://www.webpage.com. Accessed 17 March 2006.

Thesis

Author, Y., 2002. Title of thesis, Ph.D Thesis, Name of University, Country.

Reports

Type 1
Country/Date/Ministry/State/Institution/. Title of reports. Malaysia, 2006.

Rancangan Malaysia Kelapan 2001-2005.

Type 2
Committee Name/Date/. Title of report/ Place/ Publisher

APPENDIX E1

Samples of APA Referencing Format

American Psychological Association (APA) (from the 5th edition of the *Publication Manual of the American Psychological Association*, *(APA)* 2001; used in management, the social sciences and education.) For detailed, specific information, check in the *APA Publication Manual* or visit the APA *Publication Manual* Web site: www.apastyle.org (no full stop after “org”).

Notice that APA style has changed several times; be sure to use the latest style. Especially watch your use of capital letters. You will need them for the first word in a sentence or title, for all proper nouns (e.g. names of people or publishing firms), for first person singular (I) when subject of a clause, and for all key words in a journal title. No other words, whether in titles of books or articles or anything else, have them. Look closely at the following examples to ensure you grasp the pattern.

Book

Moore, W.K. (2004). *Malaysia: A pictorial history 1400*-2004 Kuala Lumpur: Archipelago Press.

Article in a book

Pratt, D. (1998). The role of religion. In M. C.McLaren. *Interpreting cultural differences* (pp.86-96). Norfolk: Peter Francis Publishers.

Journal article

Muir, C. (2002) Upgrading business literacy and information skills. *Business Communication Quarterly*. 63(3), 127-129.

Conference paper given but not published in proceedings

Wilkins F.G. *Structure of compounds.* Paper presented at the meeting of the Canadian Chemical Association, Ontario. June 2005.

Conference paper published in proceedings

Naharajah, S. Common carcogens, In *Structures of carcogens*, Proceedings of the international congress on carcogenic compounds, Perth, Australia, Sept.3- 5, 2005. Johnson B. Ed.; McGraw-Hill: Sydney, 2005.

Newspaper and non-scientific magazines article

Smith, J. B. Pollution problems. *Time*, August 22, 2005, pp.3-4.

Report with no named author

Air quality aspects of the development of offshore oil and gas resources; California Air Resources Board: Sacramento, CA, 1994.

Ph.D. dissertation

Wong, T.L.(2005). *Changes in Chinese negotiation skills.* Unpublished doctoral dissertation, University of Nottingham, Malaysia.

Internet citation

Stolberg, S.G, 1997. Bid to absolve saccharin is rebuffed by US panel, http://www.junkscience.com/news/sac2.html Brown, T. A.. (2004) (2nd ed.). Blackwell.