

CRUMMER GRADUATE SCHOOL OF BUSINESS EDBA DISSERTATION GUIDE

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Crummer
Graduate School of Business
Rollins College

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Crummer Graduate School of Business EDBA Dissertation Guide

These instructions explain the proper standards, formatting, and layout for dissertations and dissertation proposals for the Crummer Graduate School of Business EDBA Program. They are to be used in concert with the Crummer EDBA Dissertation Template v2.1. If you have any questions, contact Student Services at 407-691-1195 or the Writing Coach Christopher Posey at 407-670-9283 or cposey@rollins.edu.

All dissertations submitted by EDBA candidates must use APA style as described in *Publication Manual of the American Psychological Association* (7th Ed.). However, where those specifications differ from statements in this guide, the requirements of this guide supersede those of the publication manual. An excellent reference for APA 7th edition can be found at the OWL@Purdue website ([Click Here](#)).

While there are several formatting conventions students could use to ensure some level of standardization of dissertations, please carefully read the following as your Dissertation Advisory Committee will be expecting you to follow the conventions specified in this guide.

Throughout this guide a number of format/layout standards may require knowledge of Microsoft Word's advanced capabilities. For help with these, you can consult the Crummer MS Word Manual, designed to provide step-by-step instructions.

General Format

Font and Font Size

The text should be in Times New Roman, 12 pt., font. Content from outside sources (such as graphs, tables, figures, or illustrations) using a nonstandard typeface (including boldface) is acceptable within the body of the document and does not need to be recreated to adhere to the standards of this guide. However, when inserting such content be sure not to compress the image so that the text is too small to read, in other words try to maintain a 12-point font size approximation.

Line Spacing

All text within the document (from the cover page to the appendices) is to be double spaced, without extra line spacing before or after paragraphs (removal of MS Word's default extra line spacing can be found in the Crummer MS Word Manual). All text should be left justified only. Never use full justification or right justification.

Page Margins

The margins for the entire document are one inch, this means top, right, bottom, and left margins should be set to exactly one inch. However, text on the first pages of chapters will begin an additional two inches below the top margin, which can be accomplished by line spacing down to the two-inch mark on the side ruler (Ruler can be activated from the View tab of the Word toolbar), rather than adjusting sectional margins (detailed instructions are in the Crummer MS Word Manual).

Page Numbering

Page numbering should be present on every page except the cover page of the dissertation, though this first page is counted. Page numbers are to be centered in the footer, and

be formatted to Times New Roman, 12pt. There are two formats for page numbering: all preliminary pages will use lowercase Roman numerals, (e.g., i, ii, iii, iv, etc.); and the main body of the text, references, and appendices will use Arabic numerals (e.g., 1, 2, 3, etc.). Regardless of how many pages precede the first page of Chapter 1, the body of the document should be numbered beginning at 1. Sub-numbers such as 37a are never permitted. For instructions on inserting footer page numbers or continuous section breaks for separate numbering schemes or setting up “Different first page” numbering consult the Crummer MS Word Manual.

Headers and Sub-Headers

Do not use an extra line space before or after a header. APA format provides sufficient formatting to distinguish section breaks so there is no need for an extra line space. Also, if a subheading appears at the very bottom on a page, and the subsequent text begins on the next page, move the heading to the next page to be with its accompanying text.

Preliminary pages (Copyright, Acknowledgements, Table of Contents, etc.) and Concluding pages (References and Appendices) are not formatted like headers in the body. These are to be centered, in Title Case, and not in bold (though in the case of appendices any subsequent titles beneath the main page header should follow level 2 heading formatting; explained below).

Chapter headings (level 1 heading) must be centered (be sure to avoid centering with an active indent as this pushes the header off center) and in **ALL CAPS** with **bold** font. Remember to space down from the top margin on the first page of each chapter to two inches below the top margin.

Level 2 headings are always typed in **bold** Title Case (meaning all prominent words are capitalized, but articles, conjunctions, and prepositions are not, unless they start the heading).

These headings are flush with the left margin, have no period at the end of them, and have accompanying text beginning on the very next line, indented normally. These are listed in the Table of Contents.

Level 3 headings are the same as level 2 headings, except they are in *Italics*. These subheadings are also listed in the Table of Contents.

Level 4 headings should be in **bold** and Sentence Case (meaning that only the first letter of the first word is capitalized and there is a period at the end of the title). Accompanying text for this kind of header starts immediately after the period (be sure to turn off bold after the title). From this level down, headings are not included in the Table of Contents.

Level 5 headings are the same as level 4 headings, except they are in *Italics*.

An example of the header scheme is shown below.

CHAPTER 3 – METHODOLOGY

Methods and Means of Data Extraction

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Pellentesque sagittis est quis nulla faucibus fermentum et eget dui. Nulla quis consequat eros.

Protocols Used

Maecenas odio quam, pellentesque ultricies venenatis pellentesque, ornare quis ipsum. Ut placerat orci nulla pellentesque dignissim enim. Feugiat scelerisque varius morbi enim nunc faucibus a pellentesque sit.

The survey device. Phasellus eu vestibulum dolor. Donec risus justo, viverra id porta id, aliquet nec eros. Cras elit orci, bibendum et nibh aliquam, pulvinar sagittis dui.

Scale adopted. Bibendum at varius vel pharetra vel turpis nunc eget lorem. Quis eleifend quam adipiscing vitae proin sagittis nisl rhoncus mattis.

Additional Standards

Do not hyphenate words at the bottom of a page and carry over to the top of the next page, nor at the end of a line, unless the word is a compound word such as Likert-type.

Two spaces should follow each period, or other punctuation, at the end of a sentence (due to the visual complication of end of sentence citations the extra space makes it easier for readers to see that the sentence has ended and a new one is about to begin). This does not include periods between initials in the author's name. This standard is to be followed at all times.

Note that a few common abbreviations (e.g., "U.S.") do not require extra spacing. Regarding abbreviations, they should be standardized throughout the document, for instance, either US or U.S. is acceptable, as long as one or the other is used consistently throughout.

The use of footnotes is not permitted, information normally contained within are best included in the text itself or the citations.

Required Sections and Preliminary Pages

The pages as well as the sections required of a dissertation are listed here, but a complete template is available. Remember you will need to edit the pre-made pages to include your individual information.

All dissertations will have the same sections as indicated below except as noted in this guide.

Cover Page

Update the template cover page with your dissertation title, as instructed, in ALL CAPS, centered, not bold, and written so that any long title is triangular in shape and points downward. Update your name, making sure that the student's name appears as he/she is registered at the Crummer Graduate School of Business. Remember to remove or keep the word "Proposal" depending on where you are in the dissertation process and update the year at the bottom of the page.

Copyright Page

This page provides your copyright information, meaning your name and year of defense beneath the word "Copyright." Be sure to use the year of your defense.

Signature Page

Add your name, and the names of your first and second chairs where appropriate. If you are writing your proposal or have not affirmed a date for the defense of your dissertation, leave TBA in place. But remember to go back and correct this before final submission prior to your defense.

Dedications/Acknowledgments (Optional)

While this page is optional, almost everyone wants to thank someone. Feel free to write whatever you like to as many people as you wish but avoid going over two pages in length.

Abstract

Write a brief summary of your research; do not exceed 250 words. You should include a short statement concerning the area(s) of investigation; a brief discussion of methods and procedures used in gathering data; a condensed summary of the findings; and key conclusions reached in the study.

Include three to six keywords at the end. Formatting for this page is different than the others. Paragraphs are not indented; however, *keywords* (which will be in *Italics*, though the words themselves will not) will be indented.

Table of Contents

While Microsoft Word has a built-in system for generating Tables of Contents, it is **not** set up to format them to APA or Crummer standards. In fact, the system requires numerous tedious changes to be made to make the Table of Contents work as required by this guide and the APA standards; therefore, you will forgo using the built-in system, and focus on the template example. Be sure to use ALL CAPS only on chapter titles and a ¼-inch indent for subheaders (there is no need to list level 3 headers). The page numbers are aligned right at the righthand margin and separated from the header text by dots. These have been set up in the template, so you don't have to try to format them yourself. If you need help fixing the formatting, you can contact the Writing Coach or consult the Crummer MS Word Manual.

Lists of Tables and Figures

Since research will often generate tabulated data, a list of all the tables included throughout the dissertation is required and included in the preliminary pages. Similarly, figures should be listed, but on a separate page. On each list, tables and figures are listed by number, there is no need to include the word “Table” or “Figure” as the column header on that page suffices. See the dissertation template for details.

Any tables or figures appearing in any appendices must also be included in the appropriate list. Each title must be unique, and all titles must be entered in their list and worded exactly as they appear on the table or figure. Additional information about formatting tables or figures, especially using captions and titles, is found in the Specific Formatting chapter of this document.

Chapters

The subheaders below show the format and styling of the chapter headers. Each will start on a separate page 3 inches below the top of the page, or 2 inches below the top margin. The side ruler will help assure proper location. This is already set up in the template, but for additional help consult the Crummer MS Word Manual.

Formatted in ALL CAPS, with an em-dash separator, centered on the page, with text starting indented below, this is the only time you will use the word “introduction” as part of a header. The first section of any chapter is assumed to be an introduction, titling it so would be redundant.

Each section below will address a chapter and speak a little about what it should include and encompass. For clarification, check with your dissertation chair.

Chapter 1 — Introduction. This section defines the research topic, outlines the background information, details the scope of the research, states the research questions, summarizes your contributions to theory and practice (or your expected contributions for a proposal), and explains the structure of the dissertation, including a preview of the subsequent chapters. It contains the “hook” that gets the readers interested in the topic and makes the case that it’s worth studying. Also, this is the chapter where students typically write about the context that’s important for the application of the research, and it should include the clear identification of the research questions. This section should help someone not in the field understand what the dissertation is about and where your paper intends to go.

Chapter 2 — Literature Review. This is a comprehensive review of the relevant research on the subject of which the dissertation is based, the introduction of supporting theories for any model(s), the development of the hypotheses, and the definitions of key terms used throughout your research. Here you will identify any gaps unearthed during the evaluation and analysis of existing studies and leverage existing and recent methodological and theoretical approaches to the topic. Be thorough in your review of the literature.

Chapter 3 — Methodology. This section will take your reader through the methods used for analysis explaining how they will be/were devised and implemented. Be specific: if you used a survey created from a previous study, emailed it to people from a database, sent a follow-up email, and then used ANOVA or various other means to compile and breakdown the data, say so. Tell your reader about the previous survey, any changes you made or why you didn’t make any, refer to your survey, email, and follow-up email (contained in appendices), denote special questions as applicable, explain why and how you used which analytical methods to work the numbers, and what the potential numbers will mean one way or the other.

Chapter 4 — Data Analysis and Findings. This chapter walks the reader through all of your analytical procedures and states the results of your study, including the hypothesis tests, if applicable. Be methodical and thorough in explaining the statistical and analytical aspects of your research. Include any post-hoc testing you did and explain the reasons for those additional analyses. However, do **not** include a discussion of your results – save that for Chapter 5.

Chapter 5 — Conclusions, Limitations, and Future Research. This final chapter is where you will wrap up your dissertation. Talk about your conclusions, based on your results, as well as how your research figures into the research literature on the subject. Discuss the limitations your study had now that you have hindsight on the matter. And finally, suggest what changes could be made to your study in future attempts to investigate the subject matter or what new research this study has inspired. This chapter should be written in clear English without excessive jargon, excessive reference to statistics, or shortcuts for variable names that you used in your tables. Open with a brief summary of why this study was important, what you hoped to accomplish and what your results were in simple, brief language. This chapter should not copy and paste from earlier parts of your dissertation. You must convey original thoughts.

References. A dissertation must include a list of materials used in the preparation of the document. This consists of only references cited in the text; likewise, only sources listed in the references can be referred to or cited in the text.

As mentioned, unlike the chapters' titles, this section should be in Title Caps. It is still centered like all the others but not bold. The format used for the reference entries themselves should conform to *APA Style Manual (7th Edition)*. There is a great variety of source categories and each of them has a different format in APA. An article with two authors is formatted differently than one with seven authors; likewise, a book is different

from a website; a translation is formatted differently than an edited collection, or a database, or an interview, etc., etc. As mentioned before, a great resource for how to format your individual references is the [OWL \(Online Writing Lab\) at Purdue University](#). It provides an excellent *APA Style Manual* guide.

Reference list entries should have a hanging indent (where the first line of the text is flush with the left margin, and subsequent lines of text are indented ½-inch). All references in the text should agree in spelling and date with those listed in the reference list. Be mindful about multiple sources from the same author(s) and multiple sources by the same author(s) published within the same year. These are just some of the issues that exist with formatting references, but instructions for them all are in the *APA Style Manual (7th Edition)* and found at the [OWL@Purdue](#).

Do **not** trust citing software to correctly format your references. While these programs can help organize your sources, they often fail at citing and creating reference lists properly. As some examples, the following will help illustrate some of the issues you will face using EasyBib, EndNote, RefWorks, or any of the other software to manage your references and citations. With software, you will have to enter all the relevant information for each source you are using or allow the software to scan your sources for what it thinks is the correct information. Most software will not recognize multiple sources from the same author in the same year and make the appropriate adjustment to the in-text citations (i.e., Watson, 1990a; Watson 1990b). Nor will they be able to correct a title of an article copied and pasted from a site using ALL CAPS (titles of references are in Title Caps in APA). Formatting for reference pages is precise in APA and no software has generated a proper format for it yet, requiring the student to reformat them manually. A good thing to remember is that the software results will only be as good as the

quality of your input. If you ignore this advice and use citation software in your work, remember you will need to review each and every citation and reference entry to ensure they are correct, or you can hire the Writing Coach Christopher Posey to do it for you (which usually requires converting the entire reference section to static text to correct the issues and disabling the software field's functionality).

Lastly, your reference list entries should be in alphabetical order by the first letter of the first last name of the contributing authors (Ackerman, Wiess, & Garner before Baker, Miller, Jones, & Watson).

Appendices. The appendix is a useful device to make available material that is relevant to the text, but it's not suitable for inclusion within the main body of the dissertation. The word "Appendix" followed by its corresponding Capital letter (use letters not numbers for each separate appendix, i.e., A, B, C, etc.) is centered at the top of the page, in Title Caps, and in **bold**. Below this any associated title of the included material is to be centered, in Title Caps, and also **bold**. Treat each appendix as a separate chapter, starting each one at the top of a new page. If the appendix includes only a single table, use the title of the table as the heading, but format it to match the table formatting (Left-aligned, *Italics*, Title Caps).

Specific Formatting

Formatting Tables

Tables should be formatted so they fit within the margins of your page. If the table is too wide for portrait orientation, you should move the table to the next page and change the format of that page, and any subsequent pages if the table rolls over, to landscape orientation. This requires making section breaks before and after the table itself (otherwise you will format the entire document landscape, and nobody wants that). Also, be sure that your margins for this new section are 1” top, bottom, left and right, and that a footer page number is present (you will have to insert one and format it to continue from the previous section to maintain proper page numbering). If there is enough space on the portrait page prior to the landscape orientated table page(s), you can move paragraphs of text from after the table page(s) to fill in the white space, but do not include broken paragraphs.

For your tables’ titles, maintain the same formatting as the text, e.g., Times New Roman, 12 pt. font, and double-spacing. For data within the tables your linespacing may vary. Use whatever is easiest to read and understand the information. If you have multiple tables that contain similar data, some short others long, use the same linespacing for all of them regardless. Using tables from outside sources is allowed, but do not compress the image/table so that the text becomes too small to read; try to maintain a 12-point font size approximation.

The tables themselves should have an extra row of cells (merged) at the top with the word “Table” left-aligned within it, along with the table number (do **not** include a period). This should be in **bold**. Below this, the Title of the table (which should be a brief explanation of the table) should be in Title Caps and *Italics*, also without a period (as shown below). This allows for correct repetition of header rows on page breaks (explained further below). Additionally, if there

are notes accompanying the tables, they should be presented in a merged cell row at the bottom of the table left-aligned, with the word “Note:” in *Italics*. The Title cell row should only have a bottom border (no top border, as shown), while the bottom Note cell row should only have a top border (no bottom border, as shown).

Table 5

ANOVA Chart for Mean Expressions from Survey Six

| Subhead | <i>df</i> | <i>F</i> | <i>n</i> | <i>p</i> |
|----------------|-----------|----------|----------|----------|
| Column Spanner | | | | |
| Row 1 | 1 | .67 | .44 | .36 |
| Row 2 | 2 | .02 | .23 | .49 |
| Row 3 | 3 | 1.00 | .16 | .01 |

Note: This is where authors put information important to the data, such as findings that approach statistical significance depending on the p value: Significant at the <0.05 p value.

A table should follow its first reference in the text, after the paragraph break. But if there is insufficient room for the title row, any header rows, and at least two rows of data, place the table on the following page (after the first paragraph break). If the table is on the next page from its reference, no extra space should be left at the bottom of the previous page and the text should run continuously. Multiple tables can be inserted onto a page as long as there is one double-spaced line between them.

If your table is long enough to roll over onto the next page, be sure to set Table Properties to allow “Repeat header row at top of page” and disable “Allow row to break across pages.”

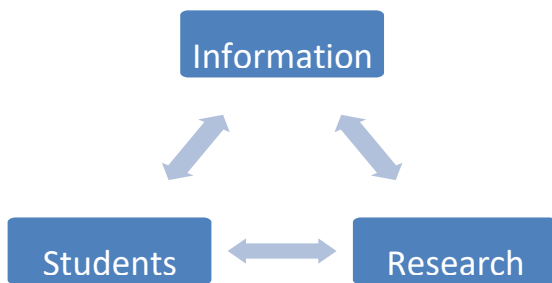
Formatting Figures

Figures are formatted the same way as tables: fitted within margins, and with extra wide figures presented on their own pages, formatted in landscape orientation. They too should follow their initial reference in text when possible and adhere to the rules of tables established above.

The formatting is the same as tables; the word “Figure” and its accompanying number, should be left-aligned and in **bold**, while the figure’s Title is not **bold**, but in *Italics*. These are positioned above the figure as shown.

Figure 1

Information Pathways Model



If you are using figures from outside sources, crop the image to remove any headers from the original source (if it is Figure 6 in your source it might only be Figure 2 in your dissertation). Remember that text in your figure should be at least a 12pt font, though it need not necessarily be in Times New Roman. To add captions, you can use Word to attach one, but sadly it will have to be reformatted to APA standards as Word does not include this setting.

(Note: Often figures will have to be recreated if they are from non-Microsoft programs that do not embed into Word smoothly as they end up with pinched text or hard to see lines or arrows. Consider creating your figures in PowerPoint. Assistance is available through the Writing Coach).

Long Quotations

In APA, quotations longer than 40 words are formatted into free-standing blocks of text, but an acceptable rule of thumb is to use block or long quotation formatting for any quote that is four full lines of text in your document. Long quotations must be formatted as follows: Use a signal phrase as you would with a normal quote. Start the quotation on a new indented line but type the entire quotation on this new margin (the entire quote will be indented). Indent the first line of any subsequent paragraph within the quotation an additional one-half inch. Maintain double-spacing throughout. Any parenthetical citation should come after the closing punctuation mark. An example is shown below.

Cheney (2005) discussed unity of scope saying:

Working from an outline should prevent you leaving out an important subsection. If you find you *must* leave out a subsection, you should explain to the reader the reason, e.g., lengthy strikes in the baseball leagues made statistics for 1983 meaningless. (p. 47)

Last Look

It is good advice to have an outline of each chapter prepared before writing, and it is also important to have someone review your paper, preferably a professional Writing Consultant. We all make small mistakes when writing, having a structure to follow and a second pair of eyes will reduce the work at the end of the process when life gets hectic, i.e., dissertation defense scheduling, graduation arrangements, etc.

Take the time to give your dissertation your best effort.

Congratulations on reaching this stage in your academic career, and good luck!