



**Dear Business Students,**

Here are the rules for the final paper! The rules again are (you guess it, again) there are NO RULES! What is a paper for? No, really why write? Ok, we write because a ton of our conversation in business is via writing and email messages. Our success for better or worse is often based on your writing style and ability to clearly communicate. Ok, but what about the paper? Seriously, why research and do a business write up? I believe only for a few reasons, 1) we write to know more, 2) we research to understand or at least get closer to the real truth and 3) most importantly, we write to hopefully predict situational futures that matter to us in business.

So based on that - Here are a few guidelines or suggestions as you prepare to enlighten yourself (and myself and as before use one, some, or all of these ideas):

- 1) **Teach yourself something of value (business, career, insight or some new business stuff)**
- 2) **Be the expert (or fake it - we will have no clue if you're confident)**
- 3) **Use technology to your advantage (in some way, shape, or form use graphs, sketches, pictures in your paper, why not)**
- 4) **An average of 7-10 pages for undergrads and 13-20 pages for graduates or so...**
- 5) **Use topics or concepts from the book, the course or the professor's lectures**
- 6) **Write up the interview of a business person and tell us what they said and why it matters**
- 7) **Research and write about an interesting company**
- 8) **Be creative (no limits – you are the writers of tomorrow, act like it today)**
- 9) **Use business leaders' quotes (it make your paper sound smart)**
- 10) **Use research to your advantage (the research says, did you know, we can predict the future)**
- 11) **You may write a little political, but with a point (business, jobs or better financial future)**
- 12) **Must do: a strong final discussion**
- 13) **Must do: a strong section on managerial implications- Why does this matter to business people?**
- 14) **Must do: add a strong conclusion**
- 15) **What does it all mean and why is it important...**

Ok, if you do a video for your final, use whatever applies to your situation (10 minutes undergrads and 15 minutes for graduates). Remember that NMHU is trying to make sure that professors transfer knowledge in these 4 areas below (in the outcome assessments of our creative work assignments; note: for this assignment we are focusing all areas):

1. **Demonstrate Critical Thinking and Reflective Thinking Skills**
2. **Demonstrate Effective Quantitative Analysis Skills**
3. **Demonstrate Effective Communication Skills**
4. **Demonstrate Effective Use of Technology**

Our focus in these “touchy feely” type Management and International Business classes is to make sure that we are great at all these university skills. Make it fun and interesting for yourself. Finally, maybe

my best advice is to think of it like this, what would you write if someone somewhere would offer to pay you for what you wrote (\$\$\$\$). Your paper might truly do something of value for you in your schooling and in your current or future career? I truly hope that helps you!

Best Wishes,



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## Appendix

**APA paper example**  
**Official American Psychological Association site**

<http://www.apastyle.org/>

**View the tutorial page**

<http://www.apastyle.org/learn/tutorials/basics-tutorial.aspx>

**Basics of APA Style Tutorial**

[http://flash1r.apa.org/apastyle/basics/index.htm?\\_utma=185732729.830058564.1353340906.1353340906.1353343627.2&\\_utmb=185732729.14.10.1353343627&\\_utmc=185732729&\\_utm\\_x=-&\\_utmz=185732729.1353340906.1.1.utmcsr=\(direct\)|utmccn=\(direct\)|utmcmd=\(none\)&\\_utm\\_v=-&\\_utm\\_k=155210043](http://flash1r.apa.org/apastyle/basics/index.htm?_utma=185732729.830058564.1353340906.1353340906.1353343627.2&_utmb=185732729.14.10.1353343627&_utmc=185732729&_utm_x=-&_utmz=185732729.1353340906.1.1.utmcsr=(direct)|utmccn=(direct)|utmcmd=(none)&_utm_v=-&_utm_k=155210043)

FAQ about APA Style - Over view:

[www.apastyle.org/learn/faqs/index.aspx](http://www.apastyle.org/learn/faqs/index.aspx)

Introduction (issue or issues you will deal with) - Beginning topic

Body of the paper (subtitles) - Middle body of knowledge on the topic

Conclusion (what you learned or now believe and understand) End - Limitations and recommendations to improve or use the topic in your professional experience

**Title Page** (yes it counts as a page)

**Abstract** (it in my mind is two parts 1. What you are studying and 2 what your learned or what you understand now and can help you in the future) part 1 of an abstract you can write at the beginning and part 2 is written at the end when you are done (it moves the reader to read your interesting work).

**Introduction** (some problem or opportunity you are interested in)

**Literature Review** (articles on your subject)

**Method** (how you went about finding knowledge new or old)

**Results** (what you found, what the interview said)

**Discussion** (what we learned and how/why it matters, **managerial implications**, and then a nice wrapped up **conclusion**)

**References** (see examples)

**Appendices** (anything else that might help your paper make money)

**Citing in the text (body of the text):**

Several studies have identified the explanatory variables of job satisfaction (Pettit, Goris, & Vaught, 1997; Brown & Peterson, 1994; Herzburg, 1968; Jaworski & Kohli, 1991; Locke, 1976; Cranny, Smith, & Stone, 1992).

Gribbins & Hunt (1978) mentioned that a manager's role in the organization finds its focal point in coordinating the organizational goals or objectives and the needs of the employees.

**Paraphrasing (in the body):**

Kessler (2003) found that among epidemiological samples...

Early onset results in a more persistent and severe course (Kessler, 2003).

In 2003, Kessler's Study of epidemiological samples showed (found, posits, implies, demonstrates, etc...) that...

**Two or more in one**

Several studies believe/ have found (Miller, 1999; Shafranske & Mahoney, 1990; Ortiz, 2012) that...

**References (at the end)**

Book:

Wren, D. A. (1994). *The evolution of management thought*. New York: John Wiley and Son, Inc.

Journal Article:

Herzberg, F. (1968). One more time - how do you motivate employees? *Harvard Business Review*, 46, 53-62.

Author Name(s)., Publication Date., Title of Work., Publication Data (title of journal/book/magazine/report, chapter, number page I.,-).

web or electronic database (6.31-6.32). DOI

**Topics for your paper**

**Final Paper or Final Video (Overview Presentation)**

Note no due date, yet! The idea is that you will give yourself a deadline (Dec. 1, 5, 7, or even 12) and finish the work on your terms. Owning your own behavior is better than having others tell you what to do (semester is over Dec. 14 at 5:00p.m.)!

## **Organizational Behavior**

Topics include motivation, values, leadership styles, attitudes, teamwork, communication, organizational culture, job design, stress, power, politics, conflict, citizenship behavior OCB, organizational fairness, job satisfaction and organizational structure. Organizational Citizenship Behavior Topic would be nice since that is what I did my dissertation on...

## **Organizational Leadership:**

LEADERSHIP CONCEPTS AND ISSUES, Leadership and Its Importance, Leadership Behavior and Processes, Contingency Models of Leadership (it depends and using many styles, CORE LEADERSHIP BEHAVIORS, Supportive Leadership Behavior, Directive Leadership Behavior, Participative Leadership Behavior, Leader Reward and Punishment Behaviors, Charismatic Leadership Behavior, EMERGING LEADERSHIP BEHAVIORS (the newest stuff out there), Boundary-Spanning, Team Leadership, Building Social Exchanges and Fairness, Equity perceptions of leadership, Followership, Leading upward, CURRENT LEADERSHIP ISSUES AND INTEGRATION, Leadership Ethics and Diversity, Leadership Development and Organizational Change, Integration and major Conclusions that matter today, Leadership is Everyone's Business, Leadership Involves an Interaction between the Leader, the Followers, and the Situation, Leadership is Developed through Education and Experience, Assessing Leadership and Measuring its Effects, Power and Influence the correct use by leaders, Leadership and Values, Leadership Traits, Leadership Behavior (good or narcissistic 2-16%), Motivation, Satisfaction and Performance, Groups and/or Teams, Characteristics of the Situation, Contingency Theories of Leadership, Leadership and how Change is Managed by Leaders.

## **International Human Resource Management**

Research paper on any International HRM Topic - For example topic for your paper might be The Enduring Context of IHRM, The Organizational Context, The Context of Cross-Border Alliances and SMEs, Staffing International Operations for Sustained Global Growth, Recruiting and Selecting Staff for International Assignments, International Training and Development, International Compensation, Re-entry and Career Issues, IHRM in the Host Country Context, International Industrial Relations, Performance Management, IHRM Trends: Complexity, Challenges & Future Choices, THE IMPACT OF CULTURE ON ORGANIZATIONS, Culture and Management, How Cultural Differences Affect Organizations, Communicating Across Cultures, LEVERAGING CULTURAL DIVERSITY in reality, Creating Cultural Synergy (what does this really mean today), Managing Multicultural Teams to make a buck, Leading Globally, Motivating People from Around the World: Inspiring People to Contribute, Multinational Decision Making, Negotiating Globally, MANAGING GLOBAL MANAGERS, Managing Cross-Cultural Transitions: Moving Abroad and Coming Home, A Portable Life: The Expatriate Spouse, Global Careers: Succeeding in the 21st Century. Culture, Motivation, values, leadership styles, attitudes, communication, International organizational culture, power, politics, International conflict, organizational citizenship behavior, International fairness, job satisfaction

and or Expats, Overview of International Business, Assessing the Environment, Managing Interdependence, Understanding the Role of Culture, Communicating Across Cultures, Cross-Cultural Negotiation & Dec. Making, Formulating Strategy, Global Alliances and Strategy Implementation, Organizations Structure and Control System, Staffing and Training for Global Operations, Developing a Global Management Cadre, Motivating employee globally and Leading in a global world.