SAGESSE UNIVERSITY
FACULTY OF ECONOMICS AND BUSINESS
ADMINISTRATION

GUIDELINES
MBA THESIS

(FORM D)
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This guide has been created to assist graduate students in thinking through the many aspects of writing, formatting and editing a thesis or dissertation.

I - ORGANIZATION OF THE THESIS

The Thesis includes three parts: preliminary pages, body or text, and end pages which comprise appendices, endnotes (if any), and bibliography, organized as follows:

**Preliminary pages**
- Blank page **Required**
- Title page **Required**
- Thesis approval page **Required**
- Thesis release form (Declaration) **Required**
- Acknowledgements If any
- Abstract **Required**
- Preface Optional
- Table of contents **Required**
- List of figures/ illustrations If any
- List of tables If any
- List of abbreviations If any
- Glossary If any
- Dedication If any

**Body of Text** **Required**; Organized according to conventions of specific disciplines
- Literature review
- Methodology
- Results
- Discussion

**End Pages** **Required**; Organized according to conventions of specific disciplines
- Appendix If any
- Footnotes and Endnotes If any
- Bibliography **Required**
- Index

Each of these parts may be subdivided into sections and subsections. Headings and subheadings should appear clearly in the table of contents.
Table of contents, List of figures, List of tables and Index should be automatically generated using the “References” tab in the latest versions of “Office Word” (2007 and up).

**Preliminary Pages** (check sample at the end of guidelines)

Preliminary pages have the following order:

- **Blank page** [Not numbered. Considered i]. **Mandatory.** The first and last pages of the thesis are blank.

- **Title page** [Not numbered. Considered ii]. **Mandatory.** It includes University Name, full thesis title, full student's name, a statement "A Thesis …..", place and date.

  N.B. Students' name should include the First name, the Father's name and the Family name. While for married female students the First name, their Maiden name and the Family name.

- **Thesis approval page** [Not numbered. Considered iii]. The signatures should be **original** and in **black ink on both copies**.

- **Thesis release form** [Not numbered. Considered iv]. It includes the student’s declaration of authenticity.

- **Acknowledgments** [Numbered v] If any. **[Typing of the page numbers starts with this page]**. The content of this page is single spaced.

- **Abstract. Mandatory.** [Numbered vi]. It should not exceed 350 words. It summarizes the thesis' contents. The content of this page is single spaced. This page should contain:
  
  - Clear research question(s) : clearly state the research question of your thesis
  - Methodology used : state the methodology used (quantitative/qualitative…) and cite your sample size or the company(ies) covered in your case study
  - Main results: state the main results of your empirical study
  - Whether main results support (or do not support) main hypotheses
  - Up to five **Keywords** (e.g., corporate strategy, Middle East region, panel approach, etc.) should be placed below the abstract, separated by a single line.
  - Journal of Economic Literature (JEL) classification of your study. For instance, if your thesis is in Accounting and Auditing, the JEL classification would be M4 (For complete listing of JEL classification, refer to the following page: [www.aeaweb.org/jel/guide/jel.php](http://www.aeaweb.org/jel/guide/jel.php))

- **Preface.** Optional.
• **Table of contents. Mandatory.** It should contain all chapter headings and subheadings and should be automatically generated.

• **List of illustrations.** If any.

• **List of tables.** If any.

• **List of abbreviations.** If any.

• **Glossary.** If any.

• **Dedication** [Not numbered and not counted in the pagination of the preliminary pages]. Optional and placed before chapter 1 and without the word "dedicated".

### II. THESIS STYLE

Your writing style should be impersonal: Don’t use personal pronouns like “we” or “I”. Use 3rd person form (e.g “this study” or “this thesis”, etc.). Write short, clear sentences. Proofread your material before submitting any part of your thesis.

1- **Introduction**

Introduction is numbered as CHAPTER 1. It should include the following subsections:

- General background on the topic
- Need for the study
- Purpose of the study
- Brief overview of all chapters

The introduction should be written to give the reader a point(s) of entry, attract the reader's attention and give an idea of your writing focus. This information should be realistic, but it need not be totally new. It could simply be a pertinent fact(s) that explicitly illustrates the point(s) you wish to address. If you use a piece of startling information, follow it with a sentence or two of elaboration. This elaboration could be a careful, short and to the point story anecdote as an effective opener to what you are writing about. Bring your introduction to an end with a sentence or two that will lead the reader from your introductory opening to your introductory thesis or problem statement.

2- **Body**

The body sections of your writing are paragraphs that provide the hard work of the writing done. They further develop, support and clarify the thesis or statement of the problem. Good body paragraphs have a clear beginning, middle, and end. They consist of several basic elements: Transition thoughts, topic information, material support and closing sentence(s). Think of these paragraphs as a means of bridging from one, idea, point or issue to another and move the writing forward. Of course, other important functions show how the point(s) of one paragraph relates logically to the point(s) of the next. This kind of linking reinforces logic and unity.
Generally, the supporting sentences primarily make up the body of a paragraph, just as the supporting paragraphs make up the body of a written document with specific information that show, explain or support the paragraph or sentence thought(s). While the kind of support needed varies, the writer can consider what is important in terms of details, examples, facts, opinions and testimony, along with explanation and analysis that links support to the main point(s), thesis or statement of the problem. In any event, the support body must be specific, relevant, and sufficient to explain the point(s) thoroughly or be convincing.

3- Conclusion

Conclusion is numbered as CHAPTER 5 and should include the following subsections:

- Main findings
- Limitations of the research
- Implications and recommendations

Your writing can be remembered favorably if it contains important strong summary and conclusion sections at the end. It captures the key information and provides for final thoughts. This is the writer’s last chance to connect with the reader and relate the information and results found to the thesis or problem statement. The conclusion is expected to bring closure to your writing with strong sentences based on the main summarized points and providing a final perspective on the subject and what was studied and/or written. It is very important to write an effective conclusion which is helpful when you restate your thesis or problem statement. This can be done in the first or second sentence of the conclusion. Make sure the thesis or problems statement is reworded from the introduction and summary, and that it will remind the reader of your writing main focus. Avoid making the conclusion too long, because an effective conclusion should be straight and to-the-point. As well, the conclusion is your chance to have the last word on your subject. You to have the final say on the issues you have raised and to demonstrate the importance of your ideas. It is also here where you can impel the reader to another view of the subject and end on a positive note. Finally, your conclusion can go beyond the confines of what was written and push beyond boundaries to consider broader issues, make new connections and elaborate further on significance.

Source: http://www.library.cornell.edu/resrch/citmanage/apa
III – Formatting Guidelines

The uniformity of typography must be respected throughout the document (do not overuse different fonts, characteristic of advertising materials):

1- Size of the thesis

Thesis size is about 100 pages (80 pages from chapter 1 to 5). The size of the paper should be A4. Oversized materials such as maps and tables etc. that are larger than the standard page size are only accepted after discussion with the Thesis coordinator.

2- Printing and paper

Durable paper such as Fabriano 80 g weight and size A4 should be used. Ink must be black. Thesis must be one-sided laser printed.

3- Typeface

The Times New Roman typeface should be used.

The text font size should be 12, while the capital font size, in preliminary pages and major title headings should be 16 (Check sample page 22).

Do not use bold face in preliminary pages and major headings such as chapters, appendices, and bibliography.

4- Numbering

The preliminary pages are numbered in lowercase Roman numerals centered at the bottom of pages. The first numbered page will be the "ACKNOWLEDGMENTS" numbered "v", or the first page which appears after the release form and continues through all the preliminary pages.

Throughout the rest of the thesis, all pages must be numbered with Arabic numerals placed in the center, at the bottom of the page.

All page numbers are placed 0.75” (2 cm) from the bottom edges of the paper.

When the text or illustrative matter is presented in landscape the number of the page should remain at the center of the bottom of the page.

Figure and table numbering must be continuous throughout the thesis. Title and number of table should be inserted as caption, size 10.

5- Margins

The margins in text pages should be:

- To the left side of the page : 1.4” (3.5 cm)
- To the right side of the page : 1” (2.5 cm)
• At the top of the page: 1.2" (3 cm)
• At the bottom of the page: 1.2" (3 cm)

Illustrative Materials, Tables, charts, graphs, etc., should not come closer than 0.75" (2 cm) from the top, right and bottom edges of the paper, and 1" (2.5 cm) from the left.

The text of the thesis should be left aligned, and not justified.

6- Spacing

Text in title page, acknowledgments and abstract is single spaced. However, the thesis must be double-spaced throughout, except in footnotes, block quotations, tables, etc. These are single-spaced within each entry but double-spaced between entries.

Only one double-space is left between paragraphs.

Subheadings are preceded by two double-spaces (i.e. four spaces). They are double spaced (i.e. two spaces) only in case there is no text between them. Tables and illustrations should be preceded and followed by two double-spaces (i.e. four spaces).

7- Indentation

All paragraphs should be indented at 0.5" (1.5 cm) from the margin. Subheadings are not indented.

8- Major Headings and Subheadings

Major headings are the titles in the preliminary pages, "CHAPTER"s title, "NOTES", "REFERENCES" or "BIBLIOGRAPHY". They should be typed in capital letters, size 16, centered and not bold. If a chapter's title runs on more than one line it should be single spaced. The heading CHAPTER and its TITLE should be double-spaced.

Each subheading is preceded by its number as it appears in the Table of Contents of the thesis.

Each subheading has a higher attention value than the one which follows it. They are designated as first-, second-, third- and fourth-level subheadings, and are differentiated as follows:

- First-level subheadings are in bold, regular typefaces: e.g. in chapter 1
  1.1. First-Level Subheading
- Second-level subheadings are in bold, italics typefaces: e.g. 1.1.1. Second-Level Subheading
- Third-level subheadings are in regular typefaces, underlined: e.g. 1.1.1.1 Third-Level Subheading
- Fourth-level subheadings are in regular typefaces, underlined with dashes: e.g. 1.1.1.1.1 Fourth-Level Subheading
For listing of items, points or ideas, use bullets at beginning of line, after an indentation of 1.5 cm as for paragraphs. You can further subdivide them with dashes.

9- Footnotes and Illustrative Matter

Footnotes are typed at the bottom of the page, separated from the text by a separator. They are indented 0.5" (1.5 cm) and preceded by the number (size 10) assigned to each in the text above. They are single-spaced if they run on more than one line and double-spaced between two notes. Footnotes should be automatically inserted.

Separate maps, if any, should be numbered.

10- Thesis in more than One Volume

A multi-volume thesis should contain a title page in each volume. The volumes should be identified as Volume I, II, etc. Pagination is continued from first to the second volume. Title page in volume two will be identical to that in volume one with the word "Continuation" just below the title of the thesis.

11- Brief Checklist

1. Is the student's name as it will appear on the student's diploma?
2. Is the title of the thesis exactly the same everywhere it appears in the thesis?
3. Is the Name of Faculty/ Department/ Program as listed in the year of graduation catalog?
4. Has the approval page been checked prior to signing?
5. Are all chapter headings of Font 16, all caps, centered and NOT BOLD?
6. Is the text, in the body of thesis, left aligned?
7. Do margins comply with Thesis manual?
8. Are the signatures on approval page in black ink?
9. Does each copy have front and back blank pages?
10. Are all pages properly numbered, arranged in large envelopes?
11. Did you make sure to save your document in PDF format to prevent changes in formatting before printing?
12. Is the digital copy of thesis saved as one Microsoft-word (.docx file) and one PDF file?
IV – REFERENCE LIST IN APA STYLE

APA (American Psychological Association) style is most commonly used to cite sources within the social sciences. This resource, revised according to the 6th edition, second printing of the APA manual, offers examples for the general format of APA research papers and in-text citations. For more information, please consult the Publication Manual of the American Psychological Association, (6th ed., 2nd printing).

Source: https://owl.english.purdue.edu/owl/resource/560/01/

Basic Rules

- All lines after the first line of each entry in your reference list should be indented one-half inch from the left margin. This is called hanging indentation.
- Authors' names are inverted (last name first); give the last name and initials for all authors of a particular work for up to and including seven authors. If the work has more than seven authors, list the first six authors and then use ellipses after the sixth author's name. After the ellipses, list the last author's name of the work.
- Reference list entries should be alphabetized by the last name of the first author of each work, not bulleted, not numbered.
- For multiple articles by the same author, or authors listed in the same order, list the entries in chronological order, from earliest to most recent.
- Present the journal title in full.
- Maintain the punctuation and capitalization that is used by the journal in its title.
- Capitalize all major words in journal titles.
- When referring to books, chapters, articles, or Web pages, capitalize only the first letter of the first word of a title and subtitle, the first word after a colon or a dash in the title, and proper nouns. Do not capitalize the first letter of the second word in a hyphenated compound word.
- Italicize, but don’t underline, and don’t put quotes around the titles of shorter works such as journal articles or essays in edited collections.
- Footnotes should cite the reference’s author(s) and year of publication, and not the complete citation.

Single Author
Last name first, followed by author initials.


Two Authors
List by their last names and initials. Use the ampersand (&) instead of "and."

**Three to Seven Authors**
List by last names and initials; commas separate author names, while the last author name is preceded again by ampersand.


**Article in Journal Paginated by Volume**
Journals that are paginated by volume begin with page one in issue one, and continue numbering issue two where issue one ended, etc.


**Article in Journal Paginated by Issue**
Journals paginated by issue begin with page one every issue; therefore, the issue number gets indicated in parentheses after the volume. The parentheses and issue number are not italicized or underlined.


**Article in a Magazine**

**Article in a Newspaper**

**Basic Format for Books**
Author, A. A. (Year of publication). *Title of work: Capital letter also for subtitle*. Location: Publisher.

*Note:* For "Location," you should always list the city and the state using the two letter postal abbreviation without periods (New York, NY).


**Edited Book, No Author**

**Edited Book with an Author or Authors**
A Translation

Article or Chapter in an Edited Book

Note: When you list the pages of the chapter or essay in parentheses after the book title, use "pp." before the numbers: (pp. 1-21). This abbreviation, however, does not appear before the page numbers in periodical references, except for newspapers.


Multivolume Work

An Entry in an Encyclopedia

Dissertation Abstract

Dissertation, Published

Dissertation, Unpublished

Government Document

Report From a Private Organization

Conference Proceedings
Article From an Online Periodical
Online articles follow the same guidelines for printed articles. Include all information
the online host makes available, including an issue number in parentheses.
Author, A. A., & Author, B. B. (Date of publication). Title of article. Title of Online
Periodical, volume number(issue number if available). Retrieved from
http://www.someaddress.com/full/url/


Online Scholarly Journal Article: Citing DOIs
Author, A. A., & Author, B. B. (Date of publication). Title of article. Title of Journal,
volume number, page range. doi:0000000/000000000000 or
http://dx.doi.org/10.0000/0000

doi:10.1108/03090560710821161

interaction scores lower during play with electronic toys. Journal of Applied
http://dx.doi.org/10.1016/j.appdev.2012.05.005

Article From an Online Periodical with no DOI Assigned
Online scholarly journal articles without a DOI require the URL of the journal home
page. Remember that one goal of citations is to provide your readers with enough
information to find the article; providing the journal home page aids readers in this
process.
Author, A. A., & Author, B. B. (Date of publication). Title of article. Title of Journal,


Abstract
If you only cite an abstract but the full text of the article is also available, cite the online
abstract as any other online citations, adding "[Abstract]" after the article or source
name. However, if the full text is not available, you may use an abstract that is
available through an abstracts database as a secondary source.

custody?: Two prison case studies [Abstract]. British Journal of Learning Disabilities,
36(1), 54-58.

between theory and applied social gerontology. Gerontologist, 50(3), 284-293. Abstract
retrieved from Abstracts in Social Gerontology database. (Accession No. 50360869)
Newspaper Article

V - STATISTICS IN APA

When including statistics in written text, be sure to include enough information for the reader to understand the study. Although the amount of explanation and data included depends upon the study, APA style has guidelines for the representation of statistical information:

- Do not give references for statistics unless the statistic is uncommon, used unconventionally, or is the focus of the article
- Do not give formulas for common statistics (i.e. mean, t test)
- Do not repeat descriptive statistics in the text if they’re represented in a table or figure
- Use terms like respectively and in order when enumerating a series of statistics; this illustrates the relationship between the numbers in the series.

Punctuating statistics

Use parentheses to enclose statistical values:
...proved to be statistically significant \( (p = .42) \) with all variables.

Use parentheses to enclose degrees of freedom:
\( t(45) = 4.35 \)
\( F(3, 87) = 2.11 \)

Use brackets to enclose limits of confidence intervals:
89% CIs \( [3.45, 2.7] \), \( [-6.0, 3.89] \), and \( [-7.23, 1.89] \)

Use standard typeface (no bolding or italicization) when writing Greek letters, subscripts that function as identifiers, and abbreviations that are not variables.

Use **boldface** for vectors and matrices:
\( V, \Sigma \)

Use *italics* for statistical symbols (other than vectors and matrices):
\( t, F, N \)

Use an *italicized*, uppercase \( N \) in reference to number of subjects or participants in the total sample.
\( N = 328 \)

*Use an italicized, lowercase \( n \) in reference to only a portion of the sample.*
\( n = 42 \)

Tables

Data in a table that would require only two or fewer columns and rows should be presented in the text. More complex data is better presented in tabular format. In order for quantitative data to be presented clearly and efficiently, it must be arranged
logically, e.g. data to be compared must be presented next to one another (before/after, young/old, male/female, etc.), and statistical information (means, standard deviations, N values) must be presented in separate parts of the table. If possible, use canonical forms (such as ANOVA, regression, or correlation) to communicate your data effectively.

Table Caption: Table 1

Table Structure

Analysis of Variance (ANOVA) Tables. The conventional format for an ANOVA table is to list the source in the stub column, then the degrees of freedom (df) and the F ratios. Give the between-subject variables and error first, then within-subject and any error. Mean square errors must be enclosed in parentheses. Provide a general note to the table to explain what those values mean (see example). Use asterisks to identify statistically significant F ratios, and provide a probability footnote.

Table Caption: Table 3 ANOVA Table

Regression. Conventional reporting of regression analysis follows two formats. If the study is purely applied, list only the raw or unstandardized coefficients (B). If the study is purely theoretical, list only the standardized coefficients (beta). If the study was neither purely applied nor theoretical, then list both standardized and unstandardized
coefficients. Specify the type of analysis, either hierarchical or simultaneous, and provide the increments of change if you used hierarchical regression.

<table>
<thead>
<tr>
<th>Table 4</th>
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<tbody>
<tr>
<td>Sample Regression Table</td>
</tr>
<tr>
<td>Stubhead</td>
</tr>
<tr>
<td>Rew 1</td>
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<tr>
<td>Row 2</td>
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<td>Row 3</td>
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<tr>
<td>Rew 4</td>
</tr>
<tr>
<td>Row 5</td>
</tr>
<tr>
<td>Row 6</td>
</tr>
<tr>
<td>Row 7</td>
</tr>
</tbody>
</table>

*Notes. $R^2 = .34$ (p<.05).*

Image Caption: Table 4 Regression Table
VI - IN-TEXT CITATIONS: THE BASICS

In-text citation capitalization, quotes, and italics/underlining

- Always capitalize proper nouns, including author names and initials: D. Jones.
- If you refer to the title of a source within your paper, capitalize all words that are four letters long or greater within the title of a source: Permanence and Change. Exceptions apply to short words that are verbs, nouns, pronouns, adjectives, and adverbs: Writing New Media, There Is Nothing Left to Lose.

(Note: in your References list, only the first word of a title will be capitalized: Writing new media.)

- When capitalizing titles, capitalize both words in a hyphenated compound word: Natural-Born Cyborgs.
- Capitalize the first word after a dash or colon: "Defining Film Rhetoric: The Case of Hitchcock's Vertigo."
- Italicize or underline the titles of longer works such as books, edited collections, movies, television series, documentaries, or albums: The Closing of the American Mind; The Wizard of Oz; Friends.
- Put quotation marks around the titles of shorter works such as journal articles, articles from edited collections, television series episodes, and song titles: "Multimedia Narration: Constructing Possible Worlds"; "The One Where Chandler Can't Cry."

Short quotations

If you are directly quoting from a work, you will need to include the author, year of publication, and the page number for the reference (preceded by "p."). Introduce the quotation with a signal phrase that includes the author's last name followed by the date of publication in parentheses.

According to Jones (1998), "Students often had difficulty using APA style, especially when it was their first time" (p. 199).

Jones (1998) found "students often had difficulty using APA style" (p. 199); what implications does this have for teachers?

If the author is not named in a signal phrase, place the author's last name, the year of publication, and the page number in parentheses after the quotation.

A Work by two Authors:

Name both authors in the signal phrase or in the parentheses each time you cite the work. Use the word "and" between the authors' names within the text and use the ampersand in the parentheses.
Research by Wegener and Petty (1994) supports...
(Wegener & Petty, 1994)

A Work by Three to Five Authors:

List all the authors in the signal phrase or in parentheses the first time you cite the source. Use the word "and" between the authors’ names within the text and use the ampersand in the parentheses.

(Kernis, Cornell, Sun, Berry, & Harlow, 1993)

In subsequent citations, only use the first author's last name followed by "et al." in the signal phrase or in parentheses.

(Kernis et al., 1993)
In et al., et should not be followed by a period.

Source: https://owl.english.purdue.edu/owl/resource/560/01/
VII - SAMPLE
SAGESSE UNIVERSITY

FACULTY OF ECONOMICS
AND BUSINESS ADMINISTRATION

TITLE OF THE THESIS

A Thesis Submitted in Partial Fulfillment of the Requirements for the Degree of the Master of Business Administration (MBA)

FULL NAME

Sagesse University
2019
APPROVAL CERTIFICATE

TITLE OF THE THESIS

BY

FULL NAME

Approved

Supervisor:______________  Date:_______

Reader:______________  Date:_______

Academic Department:_______  Date:_______

Dean:______________  Date:_______
DECLARATION

I hereby declare that this Thesis is entirely my own work and that it has not been submitted as an exercise for a degree at any other University.

Sagesse University is in no way responsible or liable for the opinions, ideas, ideologies, thoughts and content of the theses, memoires, dissertations, projects and reports of its students. They should be considered proper to their authors.

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FULL NAME

______________________________________________
ABSTRACT
(Maximum one page: 350 words)

- Clear research question(s)
- Methodology used
- Main results:
- Up to five *Keywords*
- JEL classification
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Chapter 1

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1.1 General background about the topic ...........................................................................
1.2 Need for the study (importance) ................................................................................
1.3 Purpose of the study (objectives) ..............................................................................
1.4 Brief overview of all chapters (outlines).................................................................

Chapter 2

REVIEW OF LITERATURE .................................................................................................
2.1 State of knowledge in the area of interest .................................................................
   (all theories related to your topic, including books and journals)
2.2 Previous research ........................................................................................................
   (empirical research: all important research studies that have been done
   before, related to your topic)
2.3 Conclusion: main conclusion, from which you should draw out your
   research questions

Chapter 3

PROCEDURES AND METHODOLOGY ...........................................................................
3.1 Introduction: ................................................................................................................
   (Start from the conclusion of chapter 2 by reminding the reader of
   how you obtained your research question(s) in addition to the
   objective(s) of your research)
3.2 Hypotheses: .................................................................................................................
   (translated his/her research question(s) into hypotheses in the form of null
   and alternative)
3.3 Selected variables: ......................................................................................................
   3.3.1 The independent variable(s) .............................................................................
   3.3.2 The dependent variables .................................................................................
3.4 Methodology used: ......................................................................................................
   3.4.1 Test the above hypotheses..................................................................................
3.4.2 Decide about the data used (primary and/or secondary)…………
3.4.3 Pilot test……………………………………………………………………
3.4.4 Instrumentation…………………………………………………………
3.4.5 Decide about the statistical package (SPSS, E-VIEW,…) and the
statistical techniques to be used (Regression, ANOVA,…)……
3.4.6 Conceptual framework for analyzing the data……………………
3.5 Conclusion……………………………………………………………………

Chapter 4

FINDINGS……………………………………………………………………
4.1 Introduction………………………………………………………………
4.2 Descriptive statistics……………………………………………………
4.3 Main results………………………………………………………………
4.4 Discussion of the findings………………………………………………
4.5 Discussion of the hypotheses (rejected or supported?)………………
4.6 Conclusions………………………………………………………………

Chapter 5

CONCLUSIONS AND RECOMMENDATIONS…………………………
5.1 Introduction………………………………………………………………
5.2 Main findings, analysis of main results and comparison with chapter 2……
   (i.e. compare your result(s) with main theories and previous results)
5.3 Limitation of the research………………………………………………
5.4 Managerial implications………………………………………………
5.5 Recommendations……………………………………………………

APPENDICES (A,B,C,…) …………………………………………………………

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