


CHAPTER ONE

ELEMENTS & FORMAT

THE GUIDE TO APA STYLE: 7TH EDITION

NATIONAL TAIWAN NORMAL UNIVERSITY
INTERNATIONAL HUMAN RESOURCE DEVELOPMENT

2021-2022



STUDENT THESIS REQUIRED ELEMENTS

- Section I Preliminaries
- Section II Body
- Section III References
- Section IV Appendices

I Preliminaries	II Body	III References	IV Appendices
--------------------	------------	-------------------	------------------

1.1
Cover Page Chapter I
Introduction

1.2
Title Page Chapter II
Literature Review

1.3
Approval Page Chapter III
Methodology

1.4
Acknowledgements
Page Chapter IV
Finding & Analysis

1.5
Abstract Page Chapter V
Conclusion &
Recommendation

1.6
Table of Contents

PRELIMINARIES

- **1.1 Cover Page**

- 1.2 Title Page
- 1.3 Approval Page
- 1.4 Acknowledgements Page
- 1.5 Abstract Page
- 1.6 Table of Contents
 - List of Tables
 - List of Figures

Elements

1. The title of the thesis
2. Name of the author
3. The degree award title for which the thesis is presented
4. The name of the diploma
5. The name of the major
6. Name of the advisor
7. The institution in which the work was carried out
8. The city and country of the specific institution
9. The month and year during which the thesis is submitted for examination

1.1 COVER PAGE

**National Ingroup Bias in Multicultural
Organizations: A Study of Latin-American Expatriates**



by

Mariana Vallejo Vergara



(1) Thesis Title

- Times New Roman
- Centre text
- Bold
- 14-point

(2) Name of the Author

- First Name, Last Name
- Times New Roman
- Centre text
- 12-point

1.1 COVER PAGE (continued)

A Thesis Submitted to the
Graduate Faculty in Partial Fulfillment of the
Requirements for the Degree of

(3) The Degree Award Title for which the Thesis is Presented

- Standard
- 12-point
- Centre text
- Times New Roman

MASTER OF BUSINESS ADMINISTRATION

(4) Diploma

- 12-point
- Centre text
- Times New Roman
- Capital Letter

Major: International Human Resource Development

(5) Major

- Standard
- 12-point
- Centre text
- Times New Roman

1.1 COVER PAGE (continued)

Advisor: Wei-Wen Chang, Ph.D.



(6) Name of the Advisor

- First Name, Last Name, Ph.D.
- 12-point
- Centre text
- Times New Roman

National Taiwan Normal University

Taipei, Taiwan



(7) Institution

- 12-point
- Centre text
- Times New Roman

(8) Place

- City, Country
- 12-point
- Centre text
- Times New Roman

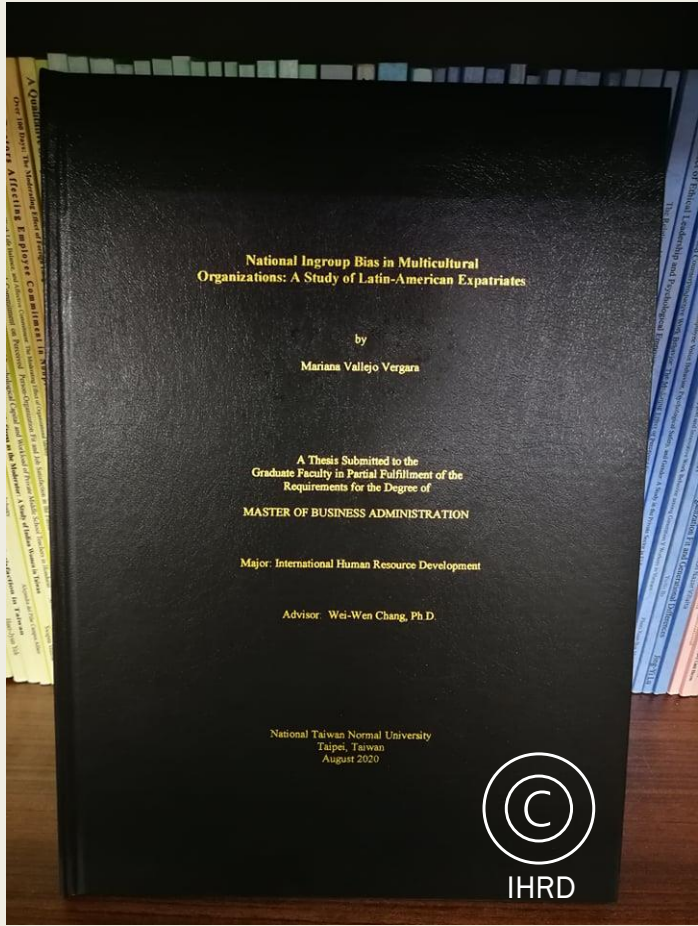
1.1 COVER PAGE (continued)

August 2020

(9) Time

- Month, Year
- Centre text
- Times New Roman
- 12-point

- Do not insert page number here. Start page numbering later in this document.



1.1 COVER PAGE EXAMPLE

PRELIMINARIES

- 1.1 Cover Page
- **1.2 Title Page**
- 1.3 Approval Page
- 1.4 Acknowledgements Page
- 1.5 Abstract Page
- 1.6 Table of Contents
 - List of Tables
 - List of Figures

Elements

1. The title of the thesis
2. Name of the author
3. The degree award title for which the thesis is presented
4. The name of the diploma
5. The name of the major
6. Name of the advisor
7. The Institution in which the work was carried out
8. The city and country of the specific institution
9. The month and year during which the thesis is submitted for examination

1.2 TITLE PAGE

- This is the first page of your thesis and should succinctly summarize your work though the page number does not appear on this page.
- You may use the **Cover Page** as your **Title Page**.

**National Ingroup Bias in Multicultural
Organizations: A Study of Latin-American Expatriates**

by
Mariana Vallejo Vergara

A Thesis Submitted to the
Graduate Faculty in Partial Fulfillment of the
Requirements for the Degree of

MASTER OF BUSINESS ADMINISTRATION

Major: International Human Resource Development

Advisor: Wei-Wen Chang, Ph.D.

National Taiwan Normal University
Taipei, Taiwan
August 2020



1.2 TITLE PAGE EXAMPLE

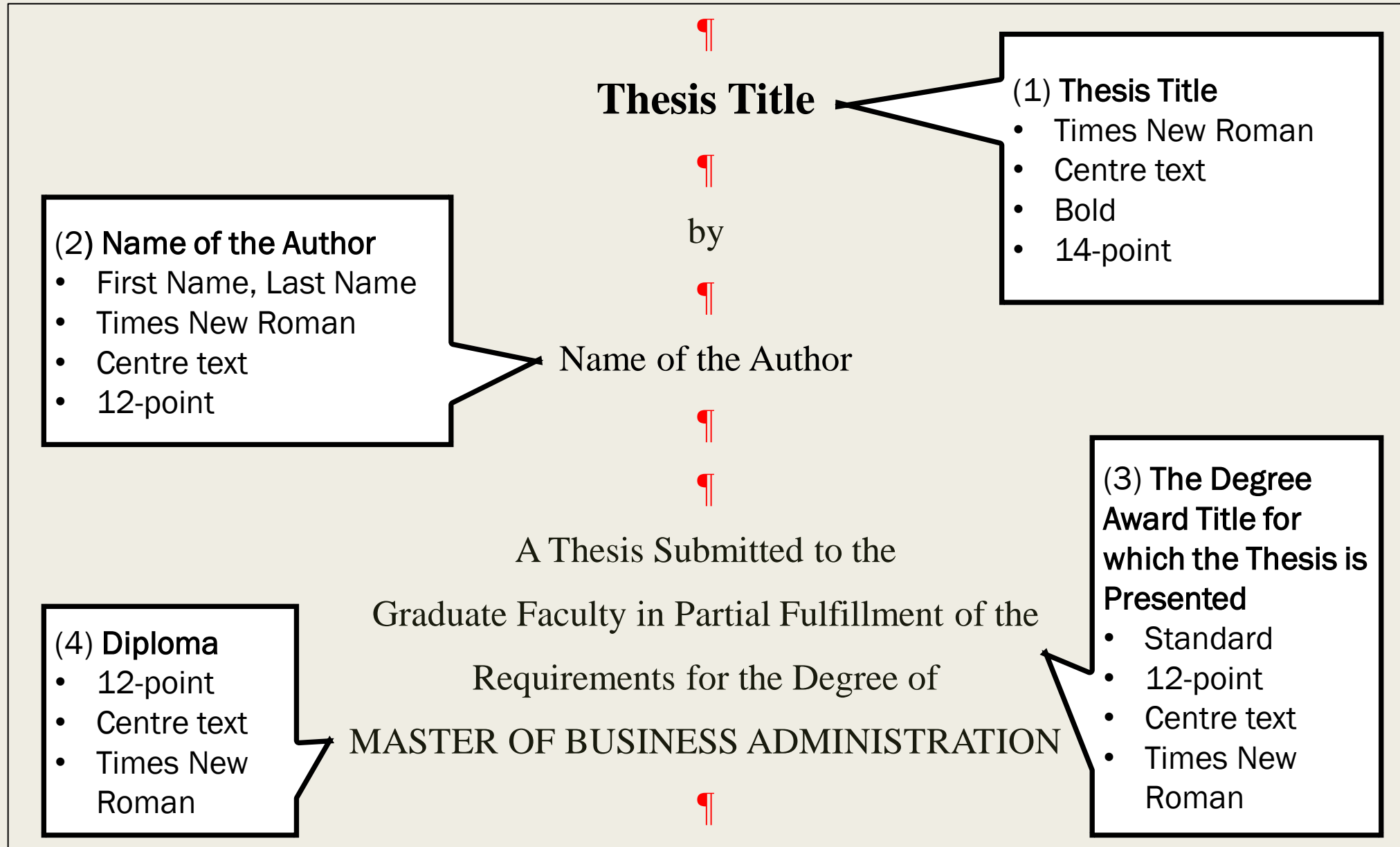
PRELIMINARIES

- 1.1 Cover Page
- 1.2 Title Page
- **1.3 Approval Page**
- 1.4 Acknowledgements Page
- 1.5 Abstract Page
- 1.6 Table of Contents
 - List of Tables
 - List of Figures

Elements

1. The title of the thesis
2. Name of the author
3. The degree award title for which the thesis is presented
4. The name of the diploma
5. Signature of thesis advisor, committee members and the IHRD Director
6. The name of the major
7. The institution in which the work was carried out
8. The city and country of the specific institution
9. The approval date

1.3 APPROVAL PAGE (continued)



1.3 APPROVAL PAGE (continued)

Approved by:

¶

¶

¶

¶

Dr. First name Last name
In Charge of Major Work

¶

¶

¶

Dr. First name Last name
Committee Member

¶

(5) Signature

- Thesis Advisor
- Committee Member I
- Committee Member II
- The IHRD Director

1.3 APPROVAL PAGE (continued)

Approved by:

¶

¶

¶

¶

Dr. First name Last name
Committee Member

¶

¶

¶

Dr. First name Last name
Director of the Graduate Program

¶

(5) Signature

- Thesis Advisor
- Committee Member I
- Committee Member II
- The IHRD Director

1.3 APPROVAL PAGE (continued)

(6) Major

- Standard
- 12-point
- Centre text
- Times New Roman

Graduate Institute of International Human Resource Development

National Taiwan Normal University

Taipei, Taiwan

August 19th, 2020

(7) Institution

- 12-point
- Centre text
- Times New Roman

(8) Place

- City, Country
- 12-point
- Centre text
- Times New Roman

(9) Approval Date

- Month Date, Year
- Centre text
- Times New Roman
- 12-point

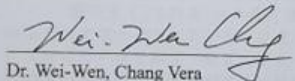
National Ingroup Bias in Multicultural Organizations: A Study of Latin-American Expatriates

by

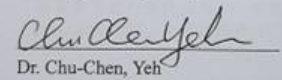
Mariana Vallejo Vergara

A Thesis Submitted to the Graduate Faculty in Partial Fulfillment of the Requirements for the Degree of MASTER OF BUSINESS ADMINISTRATION

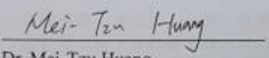
Approved by:



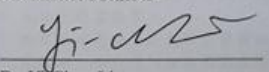
Dr. Wei-Wen, Chang Vera
In Charge of Major Work



Dr. Chu-Chen, Yeh
Committee Member



Dr. Mei-Tzu Huang
Committee Member



Dr. Yi-Chun Lin
Director of the Graduate Program



Graduate Institute of International Human Resource Development
National Taiwan Normal University
Taipei, Taiwan
August 19th, 2020



1.3 APPROVAL PAGE EXAMPLE

PRELIMINARIES

- 1.1 Cover Page
- 1.2 Title Page
- 1.3 Approval Page
- **1.4 Acknowledgements Page**
- 1.5 Abstract Page
- 1.6 Table of Contents
 - List of Tables
 - List of Figures



Elements

1. Title
2. Content

1.4 ACKNOWLEDGEMENTS PAGE

- The Acknowledgements page is optional.
- This personal section is guided by the individuality of the writer.
- You are invited to dedicate your writing and acknowledge people who have contributed to your development, who have special meaning to you, or who have helped make the task of writing possible.

1.4 ACKNOWLEDGEMENTS PAGE

ACKNOWLEDGEMENTS



tab

I want to express my appreciation to...

(2) Content

(1) Title

- Times New Roman
- Centre text
- Bold
- 16-point
- Capital letter

ACKNOWLEDGEMENTS

Everything I lived during the realization of this research and Master's program, all the ups and downs, the lessons I learned, the difficulties that I overcame; all of this wouldn't be possible without the support I had around me. I have to acknowledge the people who made all this burden lighter throughout these two years. I would like to thank the following people and institution who were of great support:

Firstly, I want to express my appreciation to my advisor Dr. Vera Chang. For her guidance, assistance, patience and understanding throughout this whole process. Since the very beginning she helped me follow a strong curiosity I had in my mind and helped me develop it until it transformed into the completion of my dissertation. Without her knowledge and ideas, I wouldn't have been able to reach this goal. I also want to thank my committee members Dr. Chu-Chen and Yeh Dr. Mei-Tzu, Huang for their suggestions to improve my research.

Secondly, I want to thank TaiwanICDF Scholarship. Thanks to this scholarship I was able to come to Taiwan and be a part of this life changing program. I have to mention Tracy, Victor and Steven who were always nice and helpful. Even though they were doing their job as program managers, I can't thank them enough for their assistance and patience.

Thirdly, I would like to thank my therapist Melody who was of immense support during these two years, I'm extremely grateful for her support and wouldn't have been able to write these words if it wasn't for her.

Fourthly, I want to thank my family for their support and unconditional love, not only during these two years but throughout my life. My father Carlos Mario, my mother Adriana, and my siblings: Sofia, Juancho and Almendra.

Lastly, I want to thank all my friends who are the family I chose, specially to Carlos and Sophia who, from afar, were always present and encouraging. Dulcie and Cassica who were of strong support and individuals who hopefully will always be in my life.



IHRD

1.4 ACKNOWLEDGEMENTS PAGE EXAMPLE

PRELIMINARIES

- 1.1 Cover Page
- 1.2 Title Page
- 1.3 Approval Page
- 1.4 Acknowledgements Page
- **1.5 Abstract Page**
- 1.6 Table of Contents
 - List of Tables
 - List of Figures

Elements

1. Title
2. Content
3. Key term
4. Page number

1.5 ABSTRACT PAGE

- The purpose of an Abstract is to provide readers with a concise and accurate overview of the study in a maximum of 250–350 words.
- The Abstract states the purpose, research questions, methodology, description of participants (or subjects), as well as how the participants were or will be involved in the study.
- While the Abstract appears prior to Chapter I, it is written after you have completed all the chapters so that an accurate summary is possible.

1.5 ABSTRACT PAGE

(2) Content

- Without indentation
- Single paragraph

ABSTRACT



(1) Title

- Times New Roman
- Centre text
- Bold
- 14-point
- Capital letter

The world goes through constant changes nowadays as a result of these changes can be seen through the increase interdependence of individuals from different societies. There is a need, however, to understand how Latin-America faces different processes in the context of globalization; not focusing solely on countries as a whole, but on individuals that are part of a nation or region...

Align the text to the left

Leave the right margin uneven. Do not use full justification

1.5 ABSTRACT PAGE (continued)

interacting with individuals of different cultures and their reasons they have for this bias. Additionally, the study found different programs that organizations in the United States and Dominican Republic implement to promote inclusion.

Keywords: ingroup bias, inclusion, diversity, multinational organizations

(3) Keywords

- Italic
- Indented 0.5-inch
- Lowercase
- Separated by commas.

*If the keywords run onto a second line, the second line is **NOT** indented.*

Do not use a period or other punctuation after the last keyword

(4) Page number

- Roman numerals

I

ABSTRACT

The world goes through constant changes nowadays as a result of globalization, these changes can be seen through the increase interdependence of individuals from different societies. There is a need, however, to understand how Latin-America faces different processes in the context of globalization; not focusing solely on countries as a whole, but on individuals that are part of a nation or region. This study addresses the challenges that expatriates from Latin-America face in multicultural environments and their encounters with national ingroup bias in the workplace. The purpose of this study is to examine ingroup bias experiences that Latin-American expatriates in the United States and Dominican Republic might have towards other groups. This study further explored some of the determinants of national ingroup bias in multicultural organizations, and what are the different strategies managers and organizations implement in order to promote inclusion. A qualitative research approach was selected to conduct this study and the data was collected through semi-structured interviews. The participants were 18 Latin American expatriates, coworkers and managers located in the United States and Dominican Republic. This study found evidence of ingroup bias in Latin American expatriates and some of the challenges they go through when interacting with individuals of different cultures and their reasons they have for this bias. Additionally, the study found different programs that organizations in the United States and Dominican Republic implement to promote inclusion.

Keywords: Latin-American Expatriates, ingroup bias, inclusion, diversity, multinational organizations

expatriates



IHRD

1.5 ABSTRACT PAGE EXAMPLE

PRELIMINARIES

- 1.1 Cover Page
- 1.2 Title Page
- 1.3 Approval Page
- 1.4 Acknowledgements Page
- 1.5 Abstract Page
- **1.6 Table of Contents**
 - **List of Tables**
 - **List of Figures**

Elements

1. Title
2. Content
3. Organization

1.6 TABLE OF CONTENTS

The table of contents serves **TWO** purposes:

1. It gives readers an overview of your thesis's contents and organization.
2. It allows readers to go directly to a specific section of your thesis.

1.6 TABLE OF CONTENTS



IHRD

TABLE OF CONTENTS

(1) Title

- Times New Roman
- Centre text
- Bold
- 14-point
- Capital letter

ABSTRACT _ _ _ _ _ I

TABLE OF CONTENTS _ _ _ _ _ II

LIST OF TABLES _ _ _ _ _ III

LIST OF FIGURES _ _ _ _ _ IV

CHAPTER I INTRODUCTION _ _ _ _ _ 1

Background of the Study _ _ _ _ _ 1

Capitalized

Roman numerals

Arabic numerals



IHRD

TABLE OF CONTENTS	
ABSTRACT.....	I
TABLE OF CONTENTS	II
LIST OF TABLES	IV
LIST OF FIGURES	V
CHAPTER I INTRODUCTION	1
Background of the Study	1
Statement of the Problem.....	3
Research Purpose and Questions.....	3
Significance of the Study.....	5
Definition of Terms.....	6
CHAPTER II LITERATURE REVIEW	7
Millennial Leadership	7
Generational Cohorts	7
Millennial Generation and Millennials in Latin America.....	9
Hofstede Cultural Dimensions in Latin America.....	10
Millennial Generational Cohort Characteristics as Displayed in Literature.....	15
CHAPTER III RESEARCH METHODS.....	23
Research Approach	23
Research Framework	24
Research Procedure.....	25
Research Participants and Sampling.....	28
Data Collection	30
Data Analysis.....	32
Research Quality.....	34
CHAPTER IV FINDINGS AND DISCUSSIONS.....	36

1.6 TABLE OF CONTENTS EXAMPLE

1.6 TABLE OF CONTENTS (continued)

(1) Title

- Times New Roman
- Centre text
- Bold
- 14-point
- Capital letter

LIST OF TABLES

Table 3.1	Organization and Participant Selection _ _ _ _ _	16
Table 3.2	Dimensions and Countries' Sub-themes _ _ _ _ _	30

LIST OF TABLES

Table 1.1 Millennials' stereotypical character traits.....4

Table 2.1 Summary of Early Proposition of Hofstede Cultural Dimensions.....11

Table 2.2 Summary of Added Hofstede Cultural Dimensions.....12

Table 2.3 Summary of Hofstede Cultural Dimensions Values for Latin America and Germany.....15

Table 3.1 Description of Interview Participants.....31

Table 3.2 Original Interview Guide.....33

Table 3.3 Example of Coding Process.....35

Table 4.1 Coding of Results for Communication Related Characteristics.....39

Table 4.2 Coding of Results for Decision Making Related Characteristics.....42

Table 4.3 Coding of Results for Relationship Related Characteristics.....43

Table 4.4 Coding of Results for Motivation Related Characteristics.....46

Table 4.5 Summary of Diverging Characteristics between Latin American and German Millennial leaders.....47

Table 5.1 Summary of Added Hofstede Cultural Dimensions.....59



1.6 LIST OF TABLES EXAMPLE

1.6 TABLE OF CONTENTS (continued)

(1) Title

- Times New Roman
- Centre text
- Bold
- 14-point
- Capital letter

LIST OF FIGURES

Figure 3.1	Interview Participant's Types_ _ _ _ _	18
Figure 3.2	Research Framework_ _ _ _ _	21

LIST OF FIGURES

Figure 3.1 The Research Framework.....26
Figure 3.2 Research Procedure29



IHRD

1.6 LIST OF FIGURES EXAMPLE

BODY

- **2.1 Chapter I: Introduction**
- 2.2 Chapter II: Literature Review
- 2.3 Chapter III: Methodology
- 2.4 Chapter IV: Finding & Discussion
- 2.5 Chapter V: Conclusion & Recommendation

Elements

1. Background of the Study
2. Statement of Problem
3. Purpose of the Study
4. Question of the Study
5. Definition of Key Terms

BODY

- 2.1 Chapter I: Introduction
- **2.2 Chapter II: Literature Review**
- 2.3 Chapter III: Methodology
- 2.4 Chapter IV: Finding & Discussion
- 2.5 Chapter V: Conclusion & Recommendation

Elements

Historical overview of...and/or theories of...and/or purposes of Current findings

BODY

- 2.1 Chapter I: Introduction
- 2.2 Chapter II: Literature Review
- **2.3 Chapter III: Methodology**
- 2.4 Chapter IV: Finding & Discussion
- 2.5 Chapter V: Conclusion & Recommendation

Qualitative Methodology Elements

1. Research Approach
2. Research Framework
3. Research Procedure
4. Research Participants and Sampling
Criteria
5. Data Collection
6. Data Analysis
7. Research Quality

BODY

- 2.1 Chapter I: Introduction
- 2.2 Chapter II: Literature Review
- **2.3 Chapter III: Methodology**
- 2.4 Chapter IV: Finding & Discussion
- 2.5 Chapter V: Conclusion & Recommendation

Quantitative Methodology Elements

1. Research Framework
2. Research Hypothesis
3. Research Procedure
4. Research Sample and Data Collection
5. Measurement
6. Control Variable
7. Reliability and Validity
8. Data Analysis

BODY

- 2.1 Chapter I: Introduction
- 2.2 Chapter II: Literature Review
- 2.3 Chapter III: Methodology
- **2.4 Chapter IV: Finding & Discussion**
- 2.5 Chapter V: Conclusion & Recommendation

Qualitative Methodology Elements

1. Background and Setting
2. Choosing Participants
3. Summary of Findings
4. Sub-headings in this section may include:
 - A report of findings by participant
 - Research and interview questions
 - Time
 - Themes and/or other topic organizers
5. Summary

BODY

- 2.1 Chapter I: Introduction
- 2.2 Chapter II: Literature Review
- 2.3 Chapter III: Methodology
- **2.4 Chapter IV: Finding & Discussion**
- 2.5 Chapter V: Conclusion & Recommendation

Quantitative Methodology

Elements

1. Background and Setting
2. Choosing the Sample Population
3. Demographics
4. Variables and Measures of Variables
5. Statistical Procedure
6. Review of Hypotheses or Discussion of Results
7. Summary

BODY

- 2.1 Chapter I: Introduction
- 2.2 Chapter II: Literature Review
- 2.3 Chapter III: Methodology
- 2.4 Chapter IV: Finding & Discussion
- **2.5 Chapter V: Conclusion & Recommendation**

Elements

1. Conclusion
2. Implication
3. Limitation
4. Suggestion for
Future Research

HEADING

A heading in a document identifies the topic or topic of the content within each section. It helps readers become familiar with how a paper's content is organized, allowing them to easily find the information they seek. There are, basically, five levels of heading in APA Style.

HEADING

Chapter Title	CHAPTER II LITERATURE REVIEW (16-Point Font)
Level 1	Centered, Bold, Title Case Heading, 14-Point Font Text begins as a new paragraph.
Level 2	Flush Left, Bold, Title Case Heading, 14-Point Font Text begins as a new paragraph.
Level 3	<i>Flush Left, Bold Italic, Title Case Heading, 12-Point Font</i> Text begins as a new paragraph.
Level 4	Indented, Bold, Title Case Heading, Ending with a period, 12-Point Font. Text begins on the same line and continues as a regular paragraph.
Level 5	<i>Indented, Bold Italic, Title Case Heading, Ending with a period, 12-Point Font.</i> Text begins on the same line and continues as a regular paragraph.

HEADING (continued)

CHAPTER III RESEARCH METHODS (Chapter title)

Research Approach (Level 1 heading)

Your texts start here. Texts under Level 1, 2 and 3 headings start in the next paragraph, while texts under Level 4 and 5 headings start in the same paragraph.

Data Collection (Level 1 heading)

Your texts start here.

Sample and Participant Selection (Level 2 heading)

Your texts start here.

Purposeful Sampling (Level 3 heading)

Your texts start here.

Sampling Criteria. (Level 4 heading) Your texts start here.

Criteria One. (Level 5 heading) Your texts start here.

Criteria Two. (Level 5 heading) Your texts start here.

HEADING (continued)

Startup Ecosystem (Level 1 heading)

Novel technology tends to emanate from new ventures, especially startup. Thiel (2014) debates that startups “question received ideas and rethink business from scratch” (p. 11). Startups are not merely the key players in highly competitive markets, but also challenge and disrupt the conventional industries, revitalize the entrepreneurial community through introducing new products, services or business models that greatly facilitate their ability to provide promising solutions to the existing problem (OECD, 2016). [paragraph continues]

Culture (Level 2 heading)

Located at the heart of the Asia Pacific region puts Taiwan at a considerable advantage to travel both domestically and internationally. According to Jan (2019), Taiwan is widely recognized for its advanced manufacturing and robotics. [paragraph continues]

HEADING (continued)

Location: United States (Level 2 heading)

ERGs Implementations (Level 3 heading)

It is important to mention that the ERGs are relatively new implementations in the participants' companies with no longer than two years of existence. As stated before, the idea of the ERGs is to show others what the group is about, so they are able to understand and learn about different identities. In the interviews, all participants were asked if they had joined other ERGs besides the one from Latin Americans before, but only one participant said yes. All expatriate participants in the United States interviewed for this research, belong to an ERG group for Latin Americans.

Expatriates Experiences. (Level 4 heading) An expatriate participant states that she is interested in the idea of the groups being able to get people together. But she does not like that they are in separate groups and labeled. And she says that she would like to be in a group related to the company that would focus on specific organizational issues.

REFERENCE

- The reference list at the end of a paper provides the information necessary to identify and retrieve each work cited in the text.
- Choose references judiciously and include only the works that you used in the research for and preparation of your paper.
- APA publications and other publishers and institutions using APA Style generally require reference lists, not bibliographies.

3.0 REFERENCE



IHRD

REFERENCE

(1) Title

- Times New Roman
- Centre text
- Bold
- 14-point
- Capital letter

Vos, A. D., Dewilde, T., & Clippeleer, I. D. (2009). Proactive career behaviors and career success during the early career. *Journal of Occupational and Organizational Psychology*, 82(4), 761–777.

Wall, T. D., Jackson, P. R., Mullarkey, S., & Parker, S. K. (1996). The demand-control model of job-strain: A more specific test. *Journal of Occupational and Organizational Psychology*, 69(2), 153–167.

Yu, K., Lin, W., Wang, L., Ma, J., Wei, W., Wang, H., Guo, W., & Shi, J. (2016). The role of affective commitment and future work self salience in the abusive supervision–job performance relationship. *Journal of Occupational and Organizational Psychology*, 89(1), 28–45.

Align the text
to the left

Leave the
right margin
uneven. Do
not use full
justification

APPENDICES

Appendices contain material that is too detailed to include in the main report, such as long mathematical derivations or calculations, detailed technical drawings, or tables of raw data.

4.0 APPENDICES

APPENDIX A: QUESTIONNAIRE (ENGLISH VERSION)

1. Gender (please tick):

- Male
- Female

2. Age: _____

3. Job Position

- Manager/Supervisor
- Employee
- Unemployed

(1) Title

- Times New Roman
- Centre text
- Bold
- 14-point
- Capital letter



4.0 APPENDICES

APPENDIX B: EXAMPLE OF OPEN CODING BY ATLAS.TI

ATLAS.ti Report

Ingroup Bias in Latin American Expatriates

Codes

- Company strategies

Quotations:

5:18 Because we're an international company, we are not a little groups company or international company....
 7:2 They were in Germany. Yeah. But there was not like a department exclusively working on diversity and...
 9:6 En la compañía no recibí ningún entrenamiento. La única vez que sentí la diferencia de los países e...

(1) Title

- Times New Roman
- Centre text
- Bold
- 14-point
- Capital letter

