

A QUICK AND SIMPLIFIED GUIDE
TO THE APA WRITING STYLE



APA
The Easy Way!

UPDATED FOR 7TH EDITION

Houghton & Houghton

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APA: The Easy Way!

(7th Edition)

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Preface

With a combined 40+ years of teaching experience, Houghton and Houghton have witnessed the anxiety that students experience due to the APA writing requirements. The intent of this handbook is to ease that anguish!

APA writing style is generally used for research that is intended to be published. However, it is also widely required by universities, colleges, and secondary schools. Years of experience have proven that much confusion and misunderstanding exist regarding the writing technique. Consequently, this book focuses on the common questions and concerns related to the format. Some APA guidelines are optional; and, as such, the instructor should be consulted for final authority related to assignments.

Included in *APA: The Easy Way!* (7th Edition) are the essentials of APA writing style. While the official publication distinguishes between professional and student papers, this book focuses primarily on the student paper format. It is divided into three sections. Part One focuses on the mechanics of APA format as well as internal text citations; Part Two emphasizes the actual reference page entries; and Part Three provides a sample paper.

Note: Throughout this handbook, single-spacing has been utilized. This is simply to save space. Additionally, names and reference citations given throughout the document may be fictitious.

Part One

Mechanics of APA

Utilizing Microsoft Word

The following are specific instructions for setting up an APA document using Microsoft Word.

Margins

All margins (top, bottom, and sides) should be set at one inch. Microsoft Word allows the user to set the margin at a default of one inch. To do so, follow the guidelines below:

1. Select PAGE LAYOUT from the ribbon tabs.
2. Select the MARGINS icon.
3. Click on NORMAL.

Alignment/Line Spacing

All documents following APA guidelines are required to be aligned left and double-spaced throughout the entire document. Be sure not to include additional spacing between paragraphs, headings, etc. To set the default, follow these guidelines:

1. Select HOME from the ribbon tabs.
2. Select the PARAGRAPH window (by clicking the icon to the right of the word *paragraph*).
3. Under ALIGNMENT, select LEFT.
4. Under LINE SPACING, select DOUBLE.
5. Under SPACING set both BEFORE and AFTER to 0 pt. or simply click *Don't add space between paragraphs of the same style*.
6. Click OK.

Font Type and Size

Several font types are acceptable with APA writing. Recommended choices include a sans serif font such as Arial, Calibri, or Lucida or a serif font such as Times New Roman, Georgia, or normal Computer Modern. Additionally, the font size can vary. A 12-point font size is widely utilized. Font type and size should be consistent throughout the entire document, excluding figures, computer codes, or footnotes.

This is an example of 12-point Times New Roman.

1. Select HOME from the ribbon tabs.
2. Select the FONT window (by clicking the icon to the right of the word *font*).
3. Select Times New Roman.
4. Select SIZE of 12. Click OK.

Paragraph Indentation

All papers typed in APA format require paragraphs to be indented one-half inch. This can easily

be accomplished by striking TAB on the keyboard.

Hanging Indents

To set the hanging indent feature, do the following:

1. Select HOME from the ribbon tabs.
2. Select the PARAGRAPH window (by clicking the icon to the right of the word *paragraph*), and select the INDENTS AND SPACING tab.
3. Under SPECIAL, choose HANGING. Under BY, select .5". Click OK.

Curtis, D. S. (2015). *People who live in glass houses should not throw stones*. Alleman and Anderson Books.

Page Header

Student papers require that the page header consists of the page number only. The title page is page number 1. Formatting page headers can be accomplished by using the HEADER AND FOOTER function.

1. Select INSERT from the ribbon tabs
2. Select HEADER
3. Select EDIT HEADER
4. Select PAGE NUMBER
5. Select TOP OF PAGE
6. Select PLAIN NUMBER 3
7. Select CLOSE HEADER AND FOOTER (located in the upper right-hand corner)

Some instructors or institutions may require a running head, which includes a form of the title and the page number. If required, the running head should be placed in the page header. It should consist of the title of the paper, flush left, in all capital letters. There is a maximum of 50 characters (including spaces). If the title encompasses more than 50 characters, then only major words should be used. The same running head should appear on every page.

1. Select INSERT from the ribbon tabs
2. Select HEADER
3. Select EDIT HEADER
4. Type TITLE OF YOUR PAPER
5. Tab twice to move to the right aligned position
6. Select PAGE NUMBER
7. Select CURRENT POSITION
8. Select PLAIN NUMBER
9. Select CLOSE HEADER AND FOOTER (located in the upper right-hand corner)

Levels of Headings

When a document requires the use of headings, the following five levels should be utilized (*Publication Manual of the American Psychological Association* (7th edition), 2019, p. 48):

(Level One)
Centered, Boldface, Uppercase and Lowercase Heading
 [Text begins as a new paragraph.]

(Level Two)**Flush Left, Boldface, Uppercase and Lowercase Heading**

[Text begins as a new paragraph.]

(Level Three)***Flush Left, Boldface, Italic, Uppercase and Lowercase Heading***

[Text begins as a new paragraph.]

(Level Four)**Indented, Boldface, Uppercase and Lowercase ending with a period.**

[Text begins on the same line as heading.]

(Level Five)***Indented, Boldface, Italic, Uppercase and Lowercase ending with a period.***

[Text begins on the same line as heading.]

NOTE: Uppercase and Lowercase Heading means to capitalize the first word, the last word, and all significant words in between.

Title Page (Student Paper Format)

If not otherwise directed by the instructor or institution, the title page should consist of the following elements:

1. Page number
2. Paper title (blank line follows title)
3. Author
4. Name of college or university
5. Course
6. Instructor
7. Due date

The above elements should be typed in the order provided and centered on the page (see Part Three for example).

Abstract (If Required)

The word *Abstract* should be boldface and centered on the top of the page. The actual abstract, however, should be left justified. This is the only paragraph of the paper that is not indented. It should be concise, accurate, and reflect the content of the document. It should not exceed 250 words. No paraphrasing or direct quotations should be included (see Part Three for example).

Appendices

Appendices are pages at the end of the paper (after the references) with additional information. Appendices allow the author to include information that would be distracting to the reader if included in the body of the paper. Tables or charts more than a half page in length are often placed in the appendices rather than the text of the paper. The page header continues onto pages containing an appendix.

NOTE: If only one appendix is included, it should be labeled *Appendix* and centered, with uppercase and lowercase letters. If more than one appendix is included, they should be labeled *Appendix A*, *Appendix B*, etc.

Body of Paper

Writers are strongly encouraged to develop the reference page prior to in-text citations. This simplifies the process of writing the in-text citations, as these citations are derived from the actual reference page.

General APA Guidelines

- Place word(s) in quotation marks the first time used in order to show emphasis. In subsequent cases, do not use quotation marks.
- The first line of every paragraph (other than the abstract) should be indented .5". If the TAB key defaults at .5", simply strike the TAB key.
- Use one space after all punctuation, including periods at the end of a sentence, unless instructed otherwise.
- Generally speaking, avoid using the word *I*, unless you are the sole author of the document. Likewise, avoid using the word *we*, unless you are a co-author of the document.
- Person refers to the writer's viewpoint. First-person is the writer speaking; second-person is the person being spoken to; and third-person is the person being spoken about.
- Avoid using *the author* or *the researcher* to reference the writer.
- Avoid using the editorial *we* – referring to people in general. A specific noun should be used instead.
- Use the singular *they* to refer to a person who uses *they* as their personal pronoun or if the gender is unknown. This promotes inclusivity and respect.

In-text Citations

- Always provide appropriate credit; otherwise, it is considered plagiarism.
- With the exception of personal communication, everything cited in the text must appear on the reference page. Likewise, everything cited on the reference page must appear within the text.
- When paraphrasing an author, the punctuation (period) should be placed *after* the actual reference citation. For example:

(Calcaterra, 2018).

Not

. (Calcaterra, 2018)

- When citing a direct quotation less than 40 words, the punctuation (period) should be placed *after* the actual reference citation. For example:

(Rothenstein, 2015, p. 6).

Not

. (Rothenstein, 2015, p. 6)

-
- When citing a direct quotation 40 words or greater, the entire quotation is indented .5” and no quotation marks are required. The indentation implies that it is a direct quotation. For example:

In their book *Between a Rock and a Hard Place* (1993), Roueche and Roueche include a memorable quotation from a developmental writing teacher just completing the first year of teaching in a downtown community college.

I find it amazing that so many of my students will work so hard to make it when there is so little in their past to give them the confidence to try; I also find it remarkable that they finally achieve so much in spite of what at first appears to be overwhelming academic and personal odds; but what I find most unbelievable is that they take the chance and even come at all. (Roueche & Roueche, 1993, p. 121)

NOTE: When citing a direct quotation that is 40 words or greater, the punctuation (period) is placed *before* the actual reference citation.

- Use a variety of writing style techniques. Do not end every paragraph with the standard method of citing (author’s last name, date published). This flexibility will allow for a more logical flow of reading. For example, use different techniques such as the following:

According to Williamson (2018) . . .

or

Williamson (2018) indicated . . .

Consistent errors generally occur throughout citing in the text of the document. Although there is no specific order regarding the APA rules, the bulleted points below appear to be the most common errors found in student papers.

Paraphrasing an author

When paraphrasing one author, provide the author’s last name and the publication year. Note that the author’s name and year are separated by a comma.

(Janeway, 2018).

Additionally, the actual punctuation (period) is placed only after the citation . . . not before or before and after.

Order of multiple authors

When using a source with more than one author, always list the authors in the same order listed in the book or article.

Direct quotations

There are two different types of direct quotations.

When stating a direct quotation (verbatim) that is less than 40 words, the entire quotation is placed in quotation marks. The actual reference citation should include the author's last name, the year published, and the page number where the quotation can be located.

There are a few things to consider at this point. The end quotation mark should appear at the end of the last word in the quotation. However, the punctuation (at the end of the quotation) is placed *after* the actual citation. In addition, the abbreviation for page is *p*. If using multiple pages, the abbreviation is *pp*.

(Tyler & Weibel, 2019, pp. 8-9).

Not

. (Tyler & Weibel, 2019, pp. 8-9)

When citing a direct quotation that is 40 words or greater, the entire quotation is indented the same as a paragraph indentation and no quotation marks are required, as the indentation implies that it is a direct quotation. In this particular case, the punctuation (period) is placed *before* the actual citation, not after.

. (Schafer et al., 2019, p. 8)

Also, when a quotation that is 40 words or greater has a second paragraph, the second paragraph of the blocked quotation is indented further. As with the paper itself, the direct quotation is double-spaced.

In their book titled, *Modern Day CEOs: The Good, The Bad, and The Ugly* (2002), Heberling and Houghton noted the following:

Throughout her troubled youth, Oprah would always have a refuge. She would turn to books as a safe haven. She was, and still is, an avid reader. Reading gave her hope and gave her the will to aspire to new goals. Oprah was exceptionally intelligent. Her strong intellect allowed her to skip both kindergarten and second grade. Oprah always praised her teachers for their guidance and support throughout her early years.

Although Oprah lived with a myriad of people throughout her lifetime, she credits her grandmother for making her the success that she is today. This is primarily because her grandmother acted as the dominant support figure during her youth. It was her grandmother, and later her father, who were the ones who expected the best out of her; they expected her to excel with everything she did. Time would prove this to be an expectation that was ultimately conquered. (p. 196)

If no page number is given (e.g. websites and webpages), the following can be used to assist the reader in locating the direct quotation:

- Include a heading or section name. If this is too long, include within quotation marks an abbreviated heading or section name
- Include a paragraph number
- Include a heading or section name along with the paragraph number

Secondary sources

When citing a source within a source, name the original work and give a citation for the secondary source. For example, if citing a paraphrased comment from Huff in Karsten's article (when Huff's original work was not read), reference the citation as follows:

Huff's work (as cited in Karsten, 2018).

NOTE: If a direct quotation was stated from Huff, the page number must also be included. Also, only Karsten's work is cited on the reference page.

Author, Date Citations

One author

When paraphrasing one author, provide the author's last name and the publication year. Note that the author's name and year are separated by a comma.

(Bowen, 2018).

Two authors

When citing two authors, use both authors' names every time, along with the symbol & when used inside parentheses.

(McDowell & Macklin, 2020).

Three or more authors

When citing three or more authors, cite the name of only the first author plus *et al.* in every citation, including the first citation unless it poses an ambiguity issue.

Work from Johnson, Workman, and Rupkis, 2019 should be cited as (Johnson et al., 2019)

NOTE: There is a period only after *al.*

No author listed

When citing work with no author, the first few words of the actual reference page entry should be used. Titles of books, periodicals, brochures and reports should be italicized, while titles of chapters, articles, and webpages should be noted in double quotation marks.

Some individuals believe that leadership is an innate skill that simply cannot be learned (*The*

Mystery of Leadership, 2018).

Leadership is not a scientific art (“Leadership versus Management,” 2018).

No date listed

When citing work with no publication date listed, use no date abbreviated as *n.d.* within parentheses. Place a period after *n* and *d* with no spacing between.

Workman (n.d.) or (Workman, n.d.)

Anonymous author

When citing work where the author is listed as *Anonymous*, cite the term *Anonymous*.

(Anonymous, 2018).

Authors with the same last name

When using different authors with the same last name, use the author’s first initial within the text citation. This is the case even if the publication years differ.

C. Hawthorn (2019) and R. Hawthorn (2016) extensively discuss leadership characteristics in Fortune 500 companies.

Multiple articles from the same author(s)

When citing the same author with more than one publication within the same year, list the dates including *a*, *b*, *c*, etc. The reference page uses the same letter (as in text citation).

Several published documents by Pratt (2018a, 2018b, 2018c, and 2018d) . . .

Personal communication

Personal communication should be used only when information cannot be recovered. Such works consist of the following:

- Emails
- Text messages
- Online chats
- Direct messages
- Personal interviews
- Telephone conversations
- Live speeches
- Unrecorded classroom lectures
- Unrecorded webinars
- Memos
- Letters

Talking with M. Kloha (personal communication, May 30, 2018) . . .

- Since this cannot be verified, no reference page entry is necessary.
- In subsequent in-text citations, use the last name and year of interview.

Webpages and Websites

Use the author, date in-text citation format for webpages and websites.

Webpage on a website with an individual author

(Medley, 2019) or Medley (2019)

Webpage on a website with a group author

(Small Business Administration, 2019) or Small Business Administration (2019)

Blogs

(Guta, 2019) or Guta (2019)

Podcasts

(Coleman, 2020) or Coleman (2020)

Electronic references

When no page number is provided with electronic sources and a page number is needed (as in the case of a direct quotation), cite the paragraph number, using the paragraph abbreviation *para.* before the number. In situations where the paragraph numbers are not provided, give the subtitle of the section along with the number of the paragraph within the section. If the subtitle is too long to include, use a shortened title in quotation marks.

(Dermott, 2018, para. 2)

(Dermott, 2018, Union Power section, para. 2)

(Dermott, 2018, “Retirement Strategies” section, paras. 3-5)

Tables

Generally speaking, tables and figures that enhance the content of the paper or manuscript can be included in the body of the text. However, if these tables and/or figures are lengthy or

distracting, they should be placed in the appendices.

Within the text, tables should be referred to by number (see table 14). When explaining the table, only an overview of the respective material should be included.

Table 14

Adults in Red Run, SD, Possessing High School Diplomas

Age	Men		Women	
	Diploma	No Diploma	Diploma	No Diploma
2000				
20	13,312	11,413	18,345	9,288
21	14,429	10,006	21,317	7,215
22	15,087	9,436	23,113	6,793
Total	42,828	30,855	62,775	23,296
2020				
20	13,116	9,094	17,221	7,126
21	14,212	7,219	20,142	6,205
22	14,255	8,356	21,997	5,956
Total	41,588	24,669	59,360	19,287

Note. Adapted from “Education is on the Rise,” by P. K. Roddy, 2020, *Journal of Social Commentary*, 23, p. 258. Copyright 2020 by The Social American Association.

Avoiding Plagiarism

Plagiarism is a growing problem in educational institutions both domestically and internationally. The word *plagiarize* is defined in *Merriam Webster's Collegiate Dictionary* (10th edition) as, "to steal and pass off (the ideas or words of another) as one's own" (1993, p. 888).

Plagiarism can take one of two forms: intentional or unintentional. When a writer knowingly uses other authors' works without providing appropriate reference citations, they are intentionally plagiarizing. If, on the other hand, a writer uses others' thoughts or ideas and does not realize that credit must be provided, they are guilty of unintentional plagiarism. Unfortunately, both types of mistakes can result in serious academic consequences. When plagiarism occurs, some institutions may require that the student receive a failing assignment grade; others may insist on a failing course grade; others may place the student on academic probation; and, in extreme cases, some institutions may actually expel the student.

It is incumbent on the writer to be forthright and honest with regard to using original and/or existing writing. Plagiarism can be easily avoided if the writer simply provides appropriate credit when borrowing ideas or citing directly from another individual's work.

When paraphrasing (rewording) work from another author, the writer must provide credit to the person who developed the original work. This simply acknowledges the fact that the paraphrased material was the work of another individual. It is not primary data (original); rather it is secondary data (information already in existence).

Likewise, when citing a direct quotation, appropriate credit must be given as well. Again, this signifies that the quotation is provided by another individual. When citing verbatim (using another person's exact wording), the borrowed material must be placed in quotation marks and properly cited. However, if the direct quotation is 40+ words, a block indent would be used (with no quotation marks, as the indentation implies that it is a direct quotation).

Part Two

Reference Page

A list of references should be given on a separate page(s) at the end of an APA document. With the exception of personal communication, every reference cited in the text should be listed on the reference page(s); and every reference listed on the reference page(s) should be cited in the text. However, note that secondary sources are not necessary as an entry on the reference page . . . only the original source.

References are a critical aspect of a paper since they allow readers to find and utilize sources cited in the text. References also indicate the vigilance of the writer, so a concerted effort should be made to pay attention to details (proper spelling, accurate information, punctuation, etc.). Most importantly, the reference section provides proper credit to authors for their work, which is why all information listed should be accurate and complete.

General 7th edition APA guidelines for the reference page(s) are listed in this section. Since many references are obtained online rather than in print, the examples provided use a Digital Object Identifier (DOI) or Uniform Resource Locator (URL) unless otherwise indicated.

In General

- Margins should be one inch all the way around (top, bottom, left, and right).
- The page heading should be centered, bolded, and called *References*.
- Double spacing should be used (examples used in this section are single spaced in order to save space); even double space between entries.
- The *References* heading on the reference page should be bolded.
- The *References* heading is only placed on the first page of the reference section.
- Underlining should not be used on the reference page (other than URLs).
- Professional credentials should not be used on the reference page (e.g., PhD).
- In general, if no date is provided, *n.d.* should be used.
- Retrieval date should not be listed unless the document referenced changes over time (such as medical research, legal statutes, dictionaries, and twitter profiles).
- If using a library database and a DOI is not provided, do not list a URL.
- If a Digital Object Identifier (DOI) or Uniform Resource Locator (URL) need to be divided between lines, divide after a slash or at punctuation.
- If the URL ends the entry, do not use a period at the end of the entry.
- It is not necessary to include the name of a library database (such as ERIC) because coverage often changes.
- A digital object identifier (DOI) should be used whenever available.
- Be certain to accurately transcribe the entire DOI or URL, using upper and lowercase letters exactly as they appear (copy and paste the address if possible).
- Personal conversations, emails, interviews, unrecorded webinars, and letters should not be listed since the reader is unable to retrieve these types of sources (cite as *personal communication* in text, but do not list on the reference page).
- The first line of each reference entry should start at the left margin with the following lines

being indented one half inch (hanging indent).

- Do not include publisher location since it is easy to find online.
- Numerals are used to denote numbers ten and above.
- Titles beginning with numerals should have the numeral spelled out.

“3 times the fun: The joy of triplets” should be listed as “Three times the fun: The joy of triplets”

-
- Acceptable abbreviations include:

ed. Edition

2nd ed. Second Edition

Ed. Editor

Eds. Editors

Rev. ed. Revised Edition

Vol. Volume (as in Vol. 1)

Vols. Volumes (as in 3 Vols.)

p. Page

pp. Pages

No. Number

n.d. No Date

DOI Digital Object Identifier

URL Uniform Resource Locator

-
- References should be listed in alphabetical order by authors (using surname of first author), associations (if the work is authored by an organization), and *Anonymous* (if work is signed *Anonymous*).
 - Authors should be listed with last name first, followed by first and middle (if given) initials.
 - If no author is provided, the title should be moved to the first position before the date and alphabetized according to the first word of the title (excluding *a*, *an*, *the*).

When listing by author(s)

- First and middle initials only should be used (no complete first or middle names; one space between initials).

Oppenheimer, M. E. (2016) should be used for a 2016 article authored by Michael Eugene Oppenheimer

-
- For one author, list author before date.

Brenner, E. P. (2017). *Mistakes of supervising a culturally diverse workforce in the USDA*. Corrigan.

-
- For two to 20 authors, separate authors with commas and use an ampersand (&) before the

last author's name, followed by the date.

Viscontes, J. H., Scarcelli, T. A., & Cartwright, M. P. (2016). *Great high school athletes transition into coaching roles*. American Educational Association.
<https://doi.org/10.1098/0000087-000>

- For 21 or more authors, separate the first 19 authors with commas, then use an ellipsis (three periods with a space before and after each) to connect the 19th author to the last author, followed by the date.

Jones, C., Palmer, R. T., Simpelli, R., Kelly, P. C., Johnson, M. T., Billings, T., Parko, C. C., Tensly, N. K., Homes, J., Utag, T. T., Inex, V. U., Teronis, K., Lenzellis, H. G., Wells, R. T., Nichols, R. C., Elsie, Y. I., Rondo, S. K., Harfor, R. R., Wynona, R., . . . Saules, M. K. (2019). A Quantitative Study of Modern Native American Dance. *Journal of Dance Methodology*, 121(1), 2-22. <https://doi.org/10.1026/rev0000129>

- The publication date should be placed in parentheses after the author's name(s).

Kylander, J. (2018). The influence of peer pressure on dating within the same group of friends. *Journal of Social Interaction*, 55, 312-319. [hdoi.org/10.8845/nhh004871](https://doi.org/10.8845/nhh004871)

NOTE: The entire date should be used when citing magazine articles, newspaper articles, or newsletters. In journal articles, it is necessary to use only the year, assuming that the issue number is provided. If page numbers are consecutive within a volume, no issue number is needed.

- Use *n.d.* after the author's name if no date is available.

NOTE: The example below is for the print version.

Hemmel, P. (n.d.). *Ukrainian culture in United States' elementary schools*. Dolson Books.

- Use *in press* after the author's name if his or her work is in press (not yet published).

Fredericks, M. J. (in press). *Beginning a successful career in real estate: Ten secrets you need to know*. Petersville House. <https://doi.org/10.1046/000000912>

- List publication dates chronologically (the earliest first) if an author has more than one reference entry cited.

Willis, J. (2015). *The beginning of electricity*. Lawrence Books.
<https://doi.org/10.1067/00000946>

Willis, J. (2016). *Electricity as we know it today*. Lawrence Books.
<https://doi.org/10.1068/00000911>

Willis, J. (2018). *Electricity in the future*. Lawrence Books. <https://doi.org/10.1070/00000927>

-
- Multiple citations containing the same author should list the single author first (regardless of date).

Barnes, B. P. (2015). *Marketing retail cosmetics in California*. Clawson Press.
<https://doi.org/10.1012/rev0000031>

Barnes, B. P., & Peace, J. (2014). *Packaging technology in the United Kingdom*. Clawson Press. <https://doi.org/10.1012/rev0000223>

-
- Multiple citations containing the same author and different second or third authors should be listed alphabetically by the surname of the second author (or third author if the second author is the same).

Rodgers, T., & Henson, R. I. (2016). *Fire prevention in schools*. Johannesburg Publishing.
<https://doi.org/10.1012/a000000980>

Rodgers, T., & Timocco, M. (2015). *Fire prevention at work*. Johannesburg Publishing.
<https://doi.org/10.1012/a000000972>

Rodgers, T., Timocco, M., & Smith, R. L. (2017). *Fire prevention at home*. Johannesburg Publishing. <https://doi.org/10.1012/a000000964>

Rodgers, T., Timocco, M., & Yandley, P. T. (2003). *Fire: A historical analysis*. Johannesburg Publishing. <https://doi.org/10.1012/a000000991>

-
- Multiple citations containing the same author and year should be listed alphabetically by the title of the book or article.
 - A lowercase *a*, *b*, *c*, etc. should be used after the year to distinguish the entries. This is also used in the in-text citations. If using *n.d.* and *a*, *b*, *c*, etc., use *n.d.-a* and *n.d.-b*.

Landry, R. (2016a). *Human socialization at home*. Hawthorn.
<https://doi.org/10.1009/0000008412>

Landry, R. (2016b). *Human socialization at work*. Hawthorn.
<https://doi.org/10.1009/0000015681>

When listing by association (if individual author is unknown, but not listed as anonymous)

- The association should use upper and lowercase letters.

American Psychological Association
 The Florida Guide to College Scholarships

-
- The publication date should be placed in parentheses after the association.

Patrick S. Houghton Heart Foundation. (2015).

-
- Use *n.d.* after the association if no date is available.

Warren Woods High School. (n.d.).

-
- Use *in press* after the association if the work is in press (not yet published).

Detroit Cancer Society. (in press).

When listing by Anonymous (if signed Anonymous)

- The word *Anonymous* should be used only if the work is signed Anonymous (alphabetize this as if *Anonymous* is a true name).

Anonymous. (2017).

When listing publishers

- Do not abbreviate publisher names unless it is shown in abbreviated form.

Wayne State University Press should not be abbreviated to *Wayne St. Univ. Press*

-
- Unessential terms such as designations of business structure (e.g. LLC, Inc.) should be eliminated. Terms such as *publishing* or *company* are used if they are part of the business name.

Henderson Publishing Company should be listed as *Henderson Publishing Company*
Kenworth LLC should be listed as *Kenworth*

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- All numbers (figures) should be listed for inclusive page numbers.

521-529 should be used instead of 521-9

Books

- In general, a book reference should list the author(s), publication date, title, edition (if other than first), publisher name, DOI or URL (if needed).

Rolovski, L. P. (2018). *The times are changing for urban developers* (2nd ed.). Allman & Bacon. <https://doi.org/10.1028/000013-000>

-
- A book title should be italicized, and only the first letter and proper nouns should be capitalized (unless using a colon, period, question mark, or exclamation point; then the first letter after the punctuation should also be capitalized).

Modern management gurus

Racism at work: The war in Mississippi continues
Forget the stress. Start living better today
Never give in without a fight! The basics of negotiation

- A book with no author or editor should list the title, the year, and then the publishing information.

NOTE: The example below is for the print version.

Communication in the workplace. (2015). Boston Books.

- An edited book should list *Ed.* or *Eds.* after the editor(s) names.

Palmetta, P., & Runkel, G. (Eds.). (2016). *Chess strategies made simple*. Davidson Books.
<https://doi.org/10.1021/0000000145>

- A revised edition of a book should list *Rev. ed.* after the title.

Santiago, D. (2018). *Physical therapy and the aging athlete* (Rev. ed.). Wayne State University Press. <https://doi.org/10.1109/0000010.2>

- A subsequent edition of a book should list the edition after the title.

Rodriquez, D. L. (2020). *Financial incentives behind sibling rivalries in family business* (2nd ed.). BBM Press. <https://doi.org/10.1021/000000.8.17>

- In general, a book published by the author should list *Author* as the publisher.

NOTE: The example below is for the print version.

Cape Town Press. (2019). *Publication manual of the African Safari Association* (3rd ed.). Author.

- In general, a chapter in an edited book should list the author(s), publication date of book, chapter title, book editor(s), book title, pages, and publishing information.

Maniacci, S. S. (2017). Rethinking manufacturing. In P. J. Samakal (Ed.), *Modern business strategies* (pp. 63-78). Pemberton Publishing Company. <https://doi.org/10.1312/00002-00-01>

- In general, an article in an edited book should list the author(s), publication date of book, article title, book editor(s), book title, pages, and publishing information.

Rinaldi, A. (2016). Asian politics. In P. T. Homes (Ed.), *World politics today* (pp. 87-99). Wiley Books. <https://doi.org/10.0901/0000014.2.15>

-
- An article in a volume in a series should list the author(s), publication date of book, article title, series editor, volume editor, volume title, volume number, volume series, edition, pages, and publishing information.

NOTE: The example below is for the print version.

Hennessy, T. C. (2015). Meat inspection in pilot plants. In D. K. Wlasiuk (Series Ed.) & J. K. Grems (Vol. Ed.), *Meat inspection: Vol. 4. Small plant issues* (4th ed., pp. 27-34). Hillman Publishing.

-
- An encyclopedia or dictionary should list the author(s), publication date, subject title (if available), editor(s), book title, edition, volume(s), page(s), and publishing information.

Sanderson, J. R., & Wells, P. (2017). Physical strength. In J. R. Sanderson, & P. Wells, *The British encyclopedia* (4th ed., pp. 25-37). Avondale Books.
<https://doi.org/10.0003/000000.-070>

Hollander, P. D., & Erickson, T. I. (Eds.). (2015). *Johnson's dictionary of psychiatry* (5th ed., Vol. 2, pp. 652-375). Pellman Binding. <https://doi.org/10.0004/000000.92>

Ellsworth, V., & Henz, T. R. (2017). Fossil fuel. In *The new world encyclopedia* (Vol. 19, pp. 440-449). Wellmen and Sims. <https://doi.org/10.0055/000000.21.34>

- An encyclopedia with no author or editor should list the subject title, publication date, book title, edition (if given), volume, pages, and publishing information.

NOTE: The example below is for the print version.

Idaho. (2018). In *The encyclopedia of the Americas* (Vol. 21, pp. 210-218). Dartmouth Titles.

-
- A dictionary with no author or editor should list the book title, edition (if given), publication date, and publishing information. A dictionary also requires a retrieval date since it is updated over time.

Spellman-Jones. (n.d.). *Spellman-Jones.com dictionary*. Retrieved August 31, 2019, from <https://www.spellman-jones.com/>

-
- A manual published by an association should list the association, publication date, book title, edition (if given), and publishing information.

American Dental Association. (2017). *Diagnostic manual of gum disease* (6th ed.). American Dental Association. <https://doi.org/10.0036/000012-56-59>

Journals

- In general, a journal reference should list the author(s) or editor(s), publication date, article title, journal title, volume, issue, page numbers, DOI or URL (if no DOI is available). Do not

use a URL if the article is from a database and has no DOI.

NOTE: The first example below is for the print version, the second example is for a DOI, and the third example is for a URL.

Zenner, P., & Stein, J. (2017). A controlled study of aggression: Inside a federal prison.

Journal of Experimental Psychology, 41(2), 102-116.

Androff, P. K. (2014). A study of communication between a 1964 rock band and youth: The influence of The Rolling Stones on American teenagers. *Journal of Social Commentary*, 23(2), 254-287. <https://doi.org/10.0005/rev0000112>

Infante, R.W., Hom, P. W., & Gaertner, S. (2014). A meta-analysis of antecedents of employee turnover. Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26(3), 463-476.

<http://www.nwlink.com/donpark/leader/learnor2/jper-vol-3>

-
- A special issue of a journal should list [*Special issue*] after the article title.

Spentz, J. A., & Marles, T. P. (Eds.). (2019). Gun control in Iraq [Special issue]. *International Review*, 12(2), 142-156. <https://doi.org/10.9067/ir3245/6628>

-
- An article title should not be italicized or placed in quotation marks, and only the first letter and proper nouns should be capitalized (unless using a colon, period, question mark, or exclamation point; then the first letter after the punctuation should also be capitalized).

Do employees really love their jobs? Studies are inconclusive

-
- Journal titles should be italicized, using upper and lowercase letters (significant words should be capitalized).

Journal of Applied Physics

NOTE: Only list page numbers . . . do not use *p.* or *pp.*

NOTE: The volume and issue number are required for journals. In the Androff (2014) example above, 23 = volume number while 2 = issue number. The volume number is italicized. The issue number is placed in parentheses, with no space or punctuation between the volume and issue.

Magazines

- In general, a magazine reference should list the author(s), entire publication date, article title, magazine title, volume, issue, and page numbers, DOI or URL (if no DOI is available).

Olender, P. M. (2018, February 2). Life inside our planet. *Natural Science*, 13(2), 21-25. <https://doi.org/10.1114/natscience.aat8872.92>

NOTE: The example below is for the print version.

Bowens, D. M. (2017, July 23). Nice People Finish First. *Healthweek*, 12(2), 54-57.

-
- Magazine titles should be italicized, using upper and lowercase letters (significant words should be capitalized).

Healthy Urban Living

-
- An article title should not be italicized or placed in quotation marks, and only the first letter and proper nouns should be capitalized (unless using a colon, period, question mark, or exclamation point; then the first letter after the punctuation should also be capitalized).

Atlanta politics: Had enough?

NOTE: Only list page numbers . . . do not use *p.* or *pp.*

Newspapers

- In general, a newspaper reference should list the author(s), entire publication date, article title, newspaper title, and pages (pages are only listed for the print version, and non-consecutive pages are separated with a comma).

Helm, T. R. (2017, May 23). Terrorism in the food chain. *The Montgomery Times*.
<https://montgomerytimes.com/news/now/art/bb1245p/terror-food-org>

Rodgers, M. T. (2017, March 23). Education helps stop turnover. *Boston Herald*.
<https://www.bostonherald.com>

NOTE: Use *p.* or *pp.* before page numbers.

- An article with no author should list the article title, publication date, newspaper title, and pages (non-consecutive separated by commas). Page numbers are only listed for the print version.

NOTE: The example below is for the print version.

Gambling: Who really loses? (2016, January 27). *The Shreveport Gazette*, pp. B5-B6, B12.

-
- A letter to the editor should list [*Letter to the editor*] after the title.

Garrison, P. R. (2018, August 21). Olympics need stricter drug screening protocol [*Letter to the editor*]. *The Alabama Daily*. <https://alabamadaily.com/report/news/lib/22144ac/sport-drug-ath>

-
- Newspaper titles should be italicized, using upper and lowercase letters (significant words should be capitalized).

The Boston Gazette

-
- An article title should not be italicized or placed in quotation marks, and only the first letter and proper nouns should be capitalized (unless using a colon, period, question mark, or exclamation point; then the first letter after the punctuation should also be capitalized).

Petrocelli wins primary by a landslide

Reports

- In general, a report reference should list the author (or organization), publication date, report title, issue number (or report number), and publishing information.

NOTE: The example below is for the print version.

United States Mental Health Service. (2018). *Statistical data for psychological research* (USMHS Publication No. 43). U.S. Government Printing Office.

-
- A university report should list the name of the reporting department after the university name.

Wollencie, D., & Martz, D. (2017). *Eliminating mercury in fillings* (Report to the dean). Delta University, Dental Committee. <https://deltauniv.edu/med/rin/3244/tyler>

-
- A report title should be italicized, and only the first letter and proper nouns should be capitalized (unless using a colon, period, question mark, or exclamation point; then the first letter after the punctuation should also be capitalized).

Ergonomic research comparisons for Toyota compact vehicles

Unpublished Contribution to a Symposium or Meeting

- An unpublished contribution to a symposium should list the author(s), date, title of unpublished contribution, chairperson, title of symposium, title of meeting, and location.

NOTE: The example below is for the print version.

Somerset, T., & Somerset, D. (2017, May). Progress in the development of an anti-microbial agent for inhibiting pathogenic bacteria. In F. W. Lauder (Chair), *Meat processing*. Symposium conducted at the meeting of the Midwestern States Meat Processors Association, Dayton, OH, United States.

-
- An unpublished paper presented at a meeting should list the presenter(s), date, title of unpublished paper, title of meeting, location, and URL.

Villannis, R. L. (2019, June). *Ronald Reagan: Great communicator or great manipulator?* Paper presented at the International Conference on Presidential Leadership, Gardena, CA,

United States. <https://ICPL.confr.com/ert/1945/tes/reag>

Reviews

- In general, a review for a film, video, or book should list the reviewer(s), date, title [the medium being reviewed, author or producer, and date of release], the source containing the review, volume, issue, and pages.

NOTE: The first two examples are for the online versions and the last example is for the print version.

Gillette, J. P. (2020). The reality of religion [Review of the film *The passion*, produced by the American Religious Society, 2019]. *Visual Psychology*, 51(1), 312-317.

<https://doi.org/10.1031/vp0000169>

Miles, T. (2018). Fact or fiction [Review of the book *My life*, by M.K. Sheckles]. *Basic Science*, 27(3), 210-213. <https://doi.org/10.1094/bs00022/1457>

Simpkins, B., & Bobson, T. R. (2018). Why the fuss [Review of the video *Straight talk*, produced by Cops for Kids, 2018]. *Video Review*, 21(2), 21-44.

-
- A review for a film, video, or book should have the title (of that being reviewed) italicized, and only the first letter and proper nouns should be capitalized (unless using a colon, period, question mark, or exclamation point; then the first letter after the punctuation should also be capitalized).

Comprehending emotional intelligence

-
- The source containing the review should be italicized, using upper and lowercase letters (significant words should be capitalized).

Contemporary Psychology

Dissertations and Theses

- Master's theses and doctoral dissertations are available from websites, institutional archives, libraries, and databases.
- A doctoral dissertation obtained from a database should list the author, publication date, title, publication number, dissertation type, institution, and database.

Andrews, J. T. (2017). *The portrayal of young African American females in hip-hop music videos* (Publication No. 10577291) [Doctoral dissertation, University of Detroit]. ProQuest Dissertations and Theses Global.

-
- An online dissertation retrieved from the internet should list the author, publication date, title, dissertation type, institution, archive name, and URL.

Mavernesky, T. I. (2019). *The impact of verbal aggressiveness on European immigrants*

attending inner city schools [Doctoral dissertation, Vermont State University]. Vermont State University Digital Archive. <https://digital.archive.vsu.edu/byriver/nicol/10445/jarm1014.pdf>

- Dissertation titles should be italicized, and only the first letter and proper nouns should be capitalized (unless using a colon, period, question mark, or exclamation point, then the first letter after the punctuation should also be capitalized).

The influence of modern dance on Native American communication

- An unpublished doctoral dissertation should list the author, publication date, title, dissertation type, institution, and location.

NOTE: The example below is for the print version.

Quendlin, M. R. (2018). *The effects of aging on Asian population growth* [Unpublished doctoral dissertation]. University of Michigan.

Unpublished Works from a University

- In general, an unpublished manuscript should list the author(s), publication date, title, manuscript type, department, university, and location.

NOTE: The example below is for the print version.

Jones, J. J., & Torrell, N. (2018). *A quantitative analysis of birth control usage* [Unpublished manuscript]. Department of Sociology, Rhinehurst College.

- An unpublished manuscript title from a university should be italicized, and only the first letter and proper nouns should be capitalized (unless using a colon, period, question mark, or exclamation point; then the first letter after the punctuation should also be capitalized).

Conservative decline in the United States

Film and Video

- In general, a film or video should list the names of major contributors, titles, publication date, title [film or video], and studio.

Thomas, K. (Producer), & Dumars, J. (Director). (2018). *On the road with an NBA championship team* [Film]. Waver Pictures.

- A film or video title should be italicized, and only the first letter and proper nouns should be capitalized (unless using a colon, period, question mark, or exclamation point; then the first letter after the punctuation should also be capitalized).

The boy and the vampire

Television (TV)

- In general, a TV broadcast should list the producer, publication date, title [TV broadcast], city, state, and station.

Brady, G. (Producer). (2017, September 1). *Scared to speak out* [TV broadcast]; WMTW.

- A TV broadcast title should be italicized, and only the first letter and proper nouns should be capitalized (unless using a colon, period, question mark, or exclamation point; then the first letter after the punctuation should also be capitalized).

Mother's little helper

TV Series

- In general, a TV series should list the producer, date, title [TV series], production company, and station.

Fordson, L. (Producer). (2015, July 17). *The human body* [TV series]. Waller Productions; HBO.

- A TV series should be italicized, and only the first letter and proper nouns should be capitalized (unless using a colon, period, question mark, or exclamation point; then the first letter after the punctuation should also be capitalized).

Unsolved crimes in California

Music Recordings

- In general, a music recording should list the writer(s), date of copyright, song title, recording artist (if different from writer), album title, label, and recording date of the version (if different from copyright date).

Schaeffer, D. (2018). Johnny move over [Song recorded by Ted Barker]. On *Songs that rock*. Pezzy Records. (Original work published 1994)

- A music recording song title should not be italicized or placed in quotation marks, and only the first letter and proper nouns should be capitalized (unless using a colon, period, question mark, or exclamation point; then the first letter after the punctuation should also be capitalized).

On the way to the other side: My spiritual journey

-
- A music recording album title should be italicized, and only the first letter and proper nouns should be capitalized (unless using a colon, period, question mark, or exclamation point; then the first letter after the punctuation should also be capitalized).

Aerosmith: Live at Comerica Park

Computer Software

- Computer software should list the author(s) or rightsholder(s), date, software title (name), version (if applicable), program (or software or manual), producer, and URL.

Parnello, J. (2018). *Production output analyzer* (Version 3) [Computer software]. Spectra Systems. <https://spectrasystems.com/pro>

- A software, program, or language title (name) should be italicized, and only the first letter and proper nouns should be capitalized (unless using a colon, period, question mark, or exclamation point; then the first letter after the punctuation should also be capitalized).

Marketing analysis software

- Standard software such as Microsoft Word or Microsoft Excel does not need to be listed.

Mobile App

- Mobile apps should list the author or group, date, title, version (if applicable) [Mobile app], publisher or App Store, and URL.

Simpson. (2018). *Simpson Julian calendar* (Version 1.3) [Mobile app]. App Store. <https://www.itunes.apple.com/us/nxt/simpson/id63541hh.47>

Podcast

- Podcasts should list the host (author, writer, director, editor, etc.), date or dates hosted, title [Audio or Video podcast], broadcasting organization, and broadcasting organization information.

Bonder, L. (Host). (2017-present). *Near Death Experiences* [Audio podcast]. NPR. <https://www.npr.org/sta/new/239584/near-death>

Popovich, L. (Writer), & Howerstein, G. T. (Director). (2019, July 17). *Don't judge a man by his car* [Video podcast]. Nelson Media. <https://www.nelsonmedia.org/ebt/ent/video13/men>

Streaming Video

- Streaming videos should list the host (author, writer, director, editor, etc.), date, title [Video], broadcasting organization, and broadcasting organization information.

Balducci, R. (2018, March 17). *St. Patrick's Day in Chicago*. [Video]. YouTube. <https://www.youtube.com/watch/994.tyii/=44nine0>

Webinar (recorded)

- Recorded webinars list the host or presenter, date, title [Webinar], broadcasting organization, and broadcasting organization information.

Fortran, K. M. (2019). *Analyzing the effects of PTSD* [Webinar]. National Warrior Association. <https://www.nationalwarrior.org/time/prod/1880.23>

Other Online Documents

- In general, if no date is provided, *n.d.* should be used.
- A document with no author or date should list the title, (n.d.), and URL.
- Titles should be italicized, using upper and lowercase letters (significant words should be capitalized).

Asian women in the corporate world. (n.d.). <https://www.psychek.com/psy/edu.htm>

- A document from an organization with no publication date should list the organization, (n.d.), title, and homepage URL.

Wholesome Living Foundation. (n.d.). *Living sugar free*. <https://www.hlf.org>

- A chapter or article of a book authored by an organization should list the organization, publication date, editor(s), chapter or article title, page numbers, and URL.

American Organizational Research Council. (2019). In T. L. Roils (Ed.), *Standards for conducting business* (pp. 91-107). <https://www.nbrc.org/standards>

Technical Reports and Research

- A U.S. government report on an agency website should list the agency, publication date, report title, report number, and URL.

Federal Bureau of Investigation. (2018). *Overview of white-collar crime in the United States* (FBI Publication No. 843-1165). <https://www.fbi.doc.gov/bbi/trade.htm>

- A report or research title should be italicized, and only the first letter and proper nouns should be capitalized (unless using a colon, period, question mark, or exclamation point; then the first letter after the punctuation should also be capitalized).
-

Psychology in interpersonal relationships: A qualitative analysis

Meetings and Symposia

- A paper presented at a virtual conference should list the author(s), date, title, conference, and URL.

Merrill, T. J. (2018). *Merrill communication climate report*. Paper presented at Merrill 2018 virtual conference. <https://www.merrill.com/topicofthemoth/press.html>

- A paper or abstract title from a meeting or symposium should be italicized, and only the first letter and proper nouns should be capitalized (unless using a colon, period, question mark, or exclamation point; then the first letter after the punctuation should also be capitalized).

Psychological impact studies

Newsletters

- An article from a newsletter with no author should list the article title, publication date, newsletter title, and URL.

Home sales increase in south end of city. (2019, Fall). *Town Acres Newsletter*.
<https://www.townacres.org/fall9/headline.html>

- Newsletter titles should be italicized, using upper and lowercase letters (significant words should be capitalized).

Avondale Accolades

- An article title should not be italicized or placed in quotation marks, and only the first letter and proper nouns should be capitalized (unless using a colon, period, question mark, or exclamation point, then the first letter after the punctuation should also be capitalized).

Homeowners form health committee: Money is main issue

Blog Posts

- Blog posts should list the author, date, title, forum, and URL.

Enson, C. R. (2019, June 14). The free will of young adults. *Situational Factors Discussion Center*. <https://blogs.romm.org/situation/2019/06/14/free-wii/20.441>

eBooks

- An online or electronic book with no DOI and a non-database URL should list the author, publication date, title, and URL.

Jackman, J. P. (2020). *Health insurance for teacher unions: Reaching a compromise*.
<https://www.onlineinsurancebooks.net/schools.asp?itemLP=14>

Audiobooks

- Audiobooks should list the author, date, title (narrator) [Audiobook], publisher, publishing information, and original publication date (if available or different).

Carthman, S. V. (2018). *Journey to the center of my mind* (T. Wallace, Narr.) [Audiobook].
 Jonesworth Publishing. <https://www.jwpc.com/vid/nat/ent.3429.hl.1> (Original work
 published 1986)

U.S. Government Reports from GPO Access Databases

- A U.S. government report should list the author or issuing agency, publication date, title, agency (if applicable), and URL.

U.S. Council on Aging. (2017). *Aging baby boomers: Are we ready for their retirement?*
<https://www.access.gpo.gov/aging/index.pdf>

Westchester, S. K. (2019). *Foodborne illness statistics*. Center for Disease Control.
<https://www.uscdc.org/ecoli/sal/lis/outbreak.22.38.9120/56.pdf>

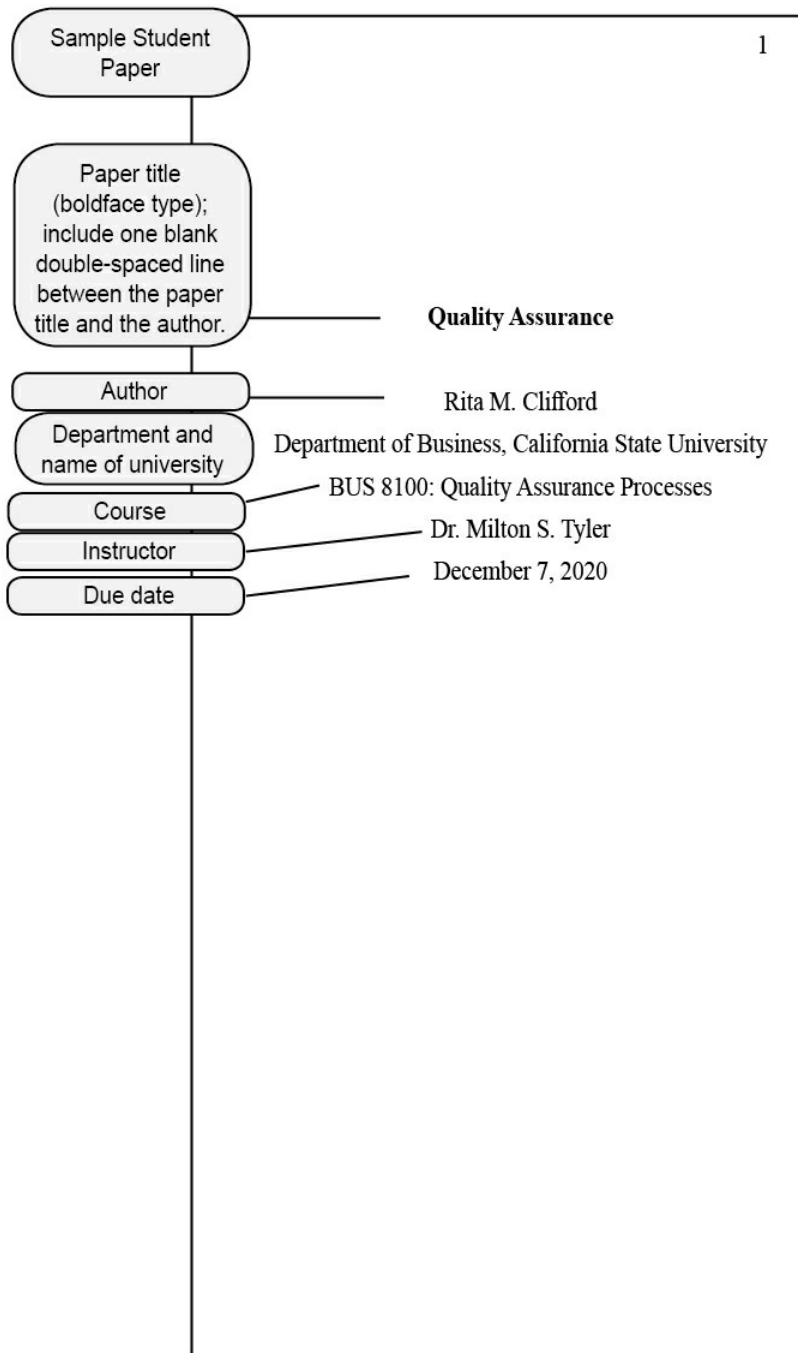
- A report title should be italicized, and only the first letter and proper nouns should be capitalized (unless using a colon, period, question mark, or exclamation point; then the first letter after the punctuation should also be capitalized).

Government bonds: Investing with confidence

Part Three

Sample Student Paper

The following excerpts are part of a paper written by the authors of this handbook. The paper is developed using the student format for APA writing style. The actual paper should be double-spaced with one-inch margins, although it may not appear that way in the publication due to typesetting issues. In addition, names and reference citations given throughout the document may be fictitious.



Abstract

Contrary to popular belief, the first quality assurance systems were put into place by the United States Government during the Second World War. This was done to ensure equipment functioned properly in battlefield situations, and it involved checking equipment after it was produced to make sure it worked as designed. After the war, the concept of quality became popular with non-military manufacturers; and they began to set up processes that detected non-conformances while products were being made in their facilities. These processes prevented poor quality items from reaching customers. Today, most organizations have quality personnel who make sure the products they produce meet certain standards before they are released for sale. This allows companies to be confident about the performance of their products while maintaining the consistency necessary to compete in markets that require uniformity.

The word **Abstract** is centered on the first line and in boldface type.

The abstract may or may not be required with student papers. If required, the word *Abstract* is centered on the page. It is the only part of an APA document that is not indented. It should be one paragraph in length and not exceed 250 words.

<p>Paper title should be centered on the first line and in boldface type.</p>	<p style="text-align: right;">3</p> <p style="text-align: center;">Quality Assurance</p> <p>Some people think that quality assurance started in Japan during the 1950s due to the poor perception of the products they produced. It is true that the Japanese embraced the quality concept, but they were not the first to implement it as part of the ongoing process.</p> <p>The first organized form of quality assurance took place in the United States during the Second World War. The US government did not want malfunctioning equipment or supplies in the field during the heat of a battle, so they developed procedures to check for defects after items were manufactured. This concept stopped defective products from being released for use, thereby preventing many problems for American troops.</p> <p style="text-align: center;">Transitioning to Non-Military Manufacturers</p> <p>After the war, the mainstream media began to publicize quality as being important for any type of production (Thompson, 1947, as cited in Brown & Shultz, 2018). The idea of quality assurance took root with non-military manufacturers, but it was modified to develop procedures for detecting defects before products were finished. Quality checks were still performed on finished items, but procedures were also implemented during the process for preventative measures. This was beneficial for two reasons:</p> <p style="text-align: center;">Customer Satisfaction and Organizational Savings</p> <p>Similar to the military application, defects in products were eliminated before they reached the consumer. This resulted in a higher level of customer satisfaction,</p>
<p>Level One Heading – centered, boldface, uppercase and lowercase heading</p>	
<p>Secondary source citation</p>	
<p>Level Two Heading – flush left, boldface, uppercase and lowercase heading</p>	

fewer complaints, and fewer returns.

Since checks were ongoing, errors were discovered before the finished product stage. This meant that products did not have to be broken down and reassembled to eliminate defects. In short, the “first loss is the best loss” mentality was implemented so products could be stopped during assembly before additional time and effort were wasted attempting to complete the process.

Today, quality assurance personnel develop procedures for making sure products meet specified requirements. This assures customers that their purchases will adhere to pre-established standards, thereby increasing their confidence that they are dealing with a credible organization.

Stemmer (2017) indicated in his blog that virtually every organization employs some type of quality assurance, and many companies have separate departments for the work involved. Employees in these departments seek to improve processes by developing procedures that assure products adhere to specified quality standards. This allows organizations to sell consistent products and remain competitive in markets that demand uniformity.

Quality assurance should not be confused with quality control. They have similar functions and are both parts of quality management, but they are not the same (Conforello, 2018). The following explains some of their differences:

The quality assurance process is used to make sure quality procedures are appropriate and in place

Parenthetical
citation for
paraphrasing a
webinar

Print book
citation with one
author

for products. It assures the quality of products by establishing standards that prevent defects.

For example, a meat processing plant needs to make sure all hot dogs meet a color requirement. The quality assurance people develop a color chart that can be used as a standard. This chart is implemented in the plant as a mandatory color check on every batch of hot dogs prior to packaging.

Quality control, on the other hand, is a process used to verify product quality. It controls the quality of products using established standards that will detect defects.

Consider the hot dog example in the meat processing plant. Quality control technicians use the color chart developed by quality assurance people to check every batch of product prior to packaging. If the color does not match, the hot dogs are rejected.

Now that the difference between quality assurance and quality control is understood, it is time to move on to the next section on the implementation of quality assurance programs.

Level One
Heading – centered,
boldface, uppercase
and lowercase
heading

Implementation of Quality Assurance Programs

Online
Government report
citation with one
author

Quality assurance programs are critical for manufacturers. They make sure procedures are in place to prevent defects, malfunctioning, and other finished product problems. Linda Surmonti (2017) of the U.S. Quality Alliance reported that quality ranked above everything else in terms of importance. Manufacturers without quality assurance programs need to implement them.

Below are the six steps necessary to put a quality

insurance program in place. They do not complete the process, but they develop it and put it into action.

Define Objectives

Before a quality assurance program can be implemented, it needs a purpose. In other words, it needs to have defined goals and a concrete purpose. Once the objectives are defined, the organization understands the direction it needs to take, and the implementation process can begin.

For example, a pet supply manufacturer decides to make a dog leash. They have done research and found that most leashes break after frequent use. This is a major problem for dog owners, so the pet supply company wants to make a better product.

Define Success

The objectives are in place, so now the dynamics need to be defined. Which product attributes are the most important? How can the monitoring of those attributes be incorporated into the quality assurance program?

Durability is the most important attribute of the dog leash for the pet supply manufacturer, so durability must be incorporated into the quality assurance program. This is done by developing procedures designed to measure durability during the manufacturing process.

Define Customer Base

Who is going to use the dog leash? Is it geared for trainers or breeders? Is it meant for small dogs or large dogs?

The pet supply manufacturer wants their new leash

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to be geared for large dogs kept as pets by families. They are not targeting trainers or breeders, and their main customer base is determined to be middle-class suburban men and women who walk their dogs in parks.

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Define Customer Needs

Durability has already been defined as a need, but other potential customer needs must also be investigated. Is there a color preference? Should the leash look fancy or practical? Is price a concern?

The pet supply manufacturer determines that their customer base wants dark colors to hide the dirt. They also find that a fancy look is not important, and price is not a major concern.

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Define Quality Procedures

After the product and customer base have been defined, it is time to establish procedures for the quality assurance program.

The pet supply manufacturer decides the leash will be dark blue in color, so they develop a color chart to measure the intensity of the blue. They also decide the leash needs to easily connect to a dog's collar, so they develop a procedure to manually check the connection every hour. Last, they want to use materials that are flexible and durable, so they develop a purchasing specification for the raw material.

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Define Quality Tools

In a speech to the Philadelphia Manufacturing Association, Harold Brinsor (2017) told the audience that quality tools include the paperwork, software,

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instruments, and equipment needed to perform the designated procedures. They are provided to the employees performing quality checks on the product.

The pet supply manufacturer employees need the following tools to perform checks:

- Color chart
- Purchasing specification for raw materials
- Software to compute statistical deviations from specifications
- Tablet (computer) to record data, identify deviations from specifications, and list corrective actions

Now the program has been put into action. However, this does not complete the implementation process. The program still has to assure quality, so it is time to measure the data and react to the findings. This is done using the following four steps:

Collect Data

Data must be collected before it has any value. In this step, employees gather information from the procedural checks for subsequent analysis.

The pet supply manufacturer collects a variety of different data. They obtain the number of leashes that did not adhere to color requirements, the frequency of connection failures, and the occurrences where raw materials did not meet specifications. After this information is gathered, it is used in the next step for analysis.

Analyze Data

This is where the collected data is analyzed. Find-

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ings are used to determine if original objectives are being achieved.

Quality assurance at the pet supply manufacturer examines statistics and percentages to look for trends of quality related issues. The results are then analyzed, and decisions are made regarding the success of the program.

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Adjust Procedures

If the program is deemed successful, then it will continue on in its current capacity. However, if poor quality trends are the result of failures, then changes to the program must be made.

The pet food supplier finds that the leash connection device is failing at a rate of two percent. Quality assurance determines that two percent is too high for this product, so a minor mechanical adjustment is made, and the frequency of the manual check is increased from every hour to every half-hour. If the failure rate stays the same or increases over the next week, the connection will be redesigned by engineers in the organization.

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Monitor

If procedures have been adjusted and the quality is considered acceptable, then those procedures must be continuously monitored to assure that quality does not decrease (Indle et al., 2018).

Citation of
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multiple authors

The pet food supply company finds the mechanical adjustment of the leash connection device is successful. The failure rate drops to below one-half percent, and this is acceptable. Based on this analysis, quality assurance changes the manual check frequency back to every hour,

and they will watch the failure rate closely to assure there is no reoccurrence.

Future

Due to ever-increasing customer demands, quality assurance personnel will always be necessary in workplaces. In fact, the functions of quality departments will likely grow as organizations move into the future. That growth, however, will come with changes.

Quality assurance personnel check the actions of production personnel, but who checks the actions of quality assurance personnel? The answer is typically nobody outside of those in top leadership positions, but that will change in the future.

Customers will conduct their own audits or contract them out to professional organizations. These audits will assure that specified quality standards are being upheld in addition to the status quo standards that are present in every type of manufacturing.

It is understandable that customers want some control over the products manufactured for them. As noted by quality researcher Kenneth Jacobs (2018, p.21), “The extent of that control is debatable, but the fact remains that it is not going to disappear . . . now or in the future.”

Based on what has happened over the past few decades, it is understandable that technology will play a larger role in the quality assurance of manufacturers. This technology will come in the form of software, hardware, and equipment. For example, software will be needed for statistical analysis, hardware will be essential

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for portable hand-held devices, and equipment will be required for robotics.

Parenthetical citation for paraphrasing a journal article with two authors and a DOI

Software, hardware, and equipment will become even more important as global competition between manufacturers increases (Elsworth & Schimmel, 2017).

Remote access to all aspects of quality assurance will be required . . . and that requirement will be met with the advent of new technology.

Citation of a doctoral dissertation retrieved from a database

Organizations are competing in a world market more than they ever have in the past, and this will not slow down in the future (Zinsekka, 2019). This is great, but it will have some drawbacks. Many countries have their own standards in terms of quality, and this will need to change if they want to work with each other. There will need to be some type of globalization of quality standards. The exact nature of that globalization is yet to be determined, but it will happen . . . so expect it!

Citation of a video reference from YouTube

There is no doubt that standards will change as organizations become global, but the goal of continuous improvement will remain the same (Thornton, 2019).

There will always be searches for better standards than those being used. Based on this, it also makes sense that the monitoring of global standards will intensify in the future.

Like it or not, cost is a major concern of manufacturers, and this will not change in the future. This will be bad for quality assurance personnel because their expense is often considered unnecessary for the assembly of products . . . so they will, therefore, be expendable. Unfortunately,

some leaders will never get over the thinking that quality takes a back seat to manufacturing (Kalcutta, 2017).

Online newspaper citation with one author

However, there is also a positive side to the importance of cost. When quality assurance departments do what they are designed to do, they actually save organizations money by reducing manufacturing errors and customer complaints. In other words, quality assurance departments provide a good return on the investment. Therefore, the cost of quality assurance in the future will not be a negative factor . . . as long the programs function effectively (Holdstein, 2017).

Paragraph ending with author, date reference citation

One area of quality assurance that will improve in the future is teamwork. Quality assurance personnel do not always get along with manufacturing employees. Workers in these two departments tend to have different immediate priorities even though their long-term goals are the same. This cannot happen in organizations that have goals of growth and prosperity . . . and the future will bring about preventative change. Nobody has a crystal ball, but it can be said with confidence that the following will occur:

The reduction of conflict between quality assurance and production workers will present some challenges, but it will happen . . . and the first major step forward will involve empathy training. Employees will learn to understand the difficulties of each other's jobs by "putting themselves in their coworker's shoes." Once they begin to understand each other's roles, the door to teamwork will open wide. (Gorman et al., 2019, p. 212)

Direct quotation with 40+ words. Block indented. Punctuation is placed before the actual citation.

Quality is often tied to safety because regulated processes and procedures prevent employees from making mistakes that could be injurious or deadly. Workers are forced to stay on a proven path because there are consequences for not doing so.

A natural progression for quality assurance is to move into the area of safety management. They understand how to write programs for continual improvement, and the same thinking can be applied to safety in manufacturing plants. This is not necessarily the way it is now, but quality assurance will be involved with safety in the future.

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