

1

The guidelines in this manual can contribute to a student's success in completing the Applied Research Project required of students pursuing the MBA degree. The Applied Research Project is viewed as a contribution to knowledge resulting from the systematic study of a significant problem or issue in the field of business. The Applied Research Project is to be undertaken only after completion of 18 hours of the core and elective classes specific to the MBA program and after achieving candidate status. For purposes of this manual, the term candidate will refer to an MBA student who has met requirements and is ready to embark on the Applied Research Project process. Candidates must work closely with their advisors to ensure that they have met the requirements for candidacy established by The Graduate School.

In addition to adherence to policies that govern Southeast Missouri State University, these guidelines reflect a high level of professionalism and standards expected by the School of Graduate Studies and Research (hereinafter referred to as The Graduate School).

Applied Research Project

The Applied Research Project takes on a special role in completing a candidate's program of graduate study. The Applied Research Project is defined as a written product culminating from the systematic study of a significant problem in the field of business. It identifies the problem, states the major assumptions, explains the significance of the undertaking, sets forth the sources for and methods of gathering information, analyzes the data, and offers conclusions, limitations and recommendations. The finished project (product) evidences an understanding of business concepts, and critical and independent thinking. It follows appropriate style and is thoroughly documented.

Issues Related to the Applied Research Project Process

Since the Applied Research Project involves a "systematic study," candidates will need to access many resources in their process of inquiry. Use of resources raises additional concerns that students must be cognizant of during the Applied Research Project process. These include (a) the appropriate use and citation of copyrighted materials, (b) the use of human subjects, and (c) the use of animal subjects. Other guidelines that may be relevant include (a) copyrighting the Applied Research Project, (b) use of confidential materials, (c) commercial transactions with students, and (d) use of university stationary and logos. Each of these issue areas is discussed in the context of University policy.

Academic Misconduct - Plagiarism

The Applied Research Project is an original scholarly work. Plagiarism, or the use of copyrighted materials without appropriate acknowledgement of the original author/s is

prohibited. As defined by the American Association of University Professors (1990), plagiarism is "taking over the ideas, methods, or written words of another, without acknowledgment and with the intention that they be taken as the work of the deceiver." Guiding language for honest copyrighted materials provided in the *Faculty Handbook*:

Academic dishonesty is defined to include those acts which would deceive, cheat, or defraud so as to promote or enhance one's scholastic record. Knowingly or actively assisting any person in the commission of the above- mentioned act is also academic dishonesty....It is the responsibility of the faculty member to resolve cases of academic dishonesty in his/her own classroom or examination room. Any action to resolve questions of academic dishonesty must be an appropriate academic decision based on University guidelines. Permanent suspension from class or dismissal from the University is not the prerogative of the faculty members. Additionally, faculty members should treat details of a breach of academic honesty with appropriate discretion. In particular, faculty members should make sure that every student charged with academic dishonesty is afforded due process. (Faculty Senate, 1985) Guidelines for due process are listed under the Academic dishonesty heading in the current *Faculty Handbook*.

Approved by Faculty Senate, Bill 85-A-07, October 9, 1985

Approved by President, November, 1985

Approved by Board of Regents, December 5, 1985

Use of Human Subjects in the Applied Research Project

If the candidate plans to survey individuals, conduct experiments involving individuals, observe consumers, or other information collection activities involving individuals, the candidate MUST receive official permission and follow the Procedures for Use of Human Subjects.

Treatment of human subjects in Applied Research Project research demands careful planning and close contact with department faculty with regard to protocol. Both state and University policies are in effect whenever a student chooses to use human subjects in the Applied Research Project process. Specific University policies related to the use of human subjects may be found in the *Faculty Handbook* at <http://www2.semo.edu/provost/handbook/iii.htm#D6>. These policies are also contained in Appendix A.

Privacy

Of particular importance in the use of human subjects is the understanding that their privacy and disclosure that falls under the Family *Educational Rights and Privacy Act of 1974* (Buckley Amendment). For the purpose of compliance with the Buckley Amendment, no participant in a research project may have any personal information released without first having signed a permission release form during the participant selection process.

An operational assumption of Southeast Missouri State University is that students are independent of their parents. Thus, no student record information may be disclosed to parents or spouses without the written permission of the student or evidence of the student's dependency. The location or format of the record does not matter. Discipline folders, health files, grade reports, and other records found in a cumulative folder or computer file are all covered. A graduate student conducting Applied Research Project research who chooses to use a specified list of students as potential participants in the research is not to contact parents. However, the graduate student conducting the research runs the risk of legal action should any harm arise to any subject/s from the research.

Should a candidate wish to use human subjects, he or she should be aware that all identifying information relating to the participants in the study are protected and may not become part of the Applied Research Project body in any form.

Animal Subjects (Research)

The MBA Office offers a candidate special guidance when animals are used in Applied Research Project research. Particular to some scientific disciplines, the ethical treatment of animals for testing is paramount and specific guidelines have been established. Should a candidate wish to examine requirements concerning animal care, examination procedure, and post- mortem practices, the *Animal Welfare Reform Act* (P. L. 91-579), which supervises current animal treatment in research, should be accessed as part of the data research structure of the Applied Research Project (see <http://www.senate.gov/~agriculture/Legislation/Agricultural%20Law/AgMisc/Awa.pdf>)

Southeast Missouri State University has institutional care guidelines recommended by the Institutional Animal Care and Usage Committee (IACUC) ensuring that animals involved in research and teaching receive humane care and treatment. These guidelines are, in essence, those established by the U. S. Department of Agriculture at: <http://www.aphis.usda.gov/ac/publications.html>. The candidate's department that would use animal testing must regularly inspect and monitor the total animal care and use program to ensure that all components are in compliance with regulations and guidelines outlined in the *Animal Welfare Act*. All research activities involving animal subjects must be reviewed by a the IACUC regardless of whether the research is conducted on campus or off campus. This compliance will include a panel review of research proposals/protocols that involve animal subjects. Committee members may be appointed by the Provost. It remains the responsibility of the candidate to determine correct practices and procedure regarding animal test subjects. For information regarding the IACUC, candidates may contact Dr. Bill Eddleman in the Department of Biology at 573-651-2364 (c354scb@semo.edu).

Radioactive and Hazardous Materials

A candidate who wishes to use radioactive or hazardous materials in the Applied Research Project typically will have had training in his or her curriculum regarding use of such materials.

Southeast has a Radiation Safety Officer (contact: Dr. Walt Lilly at c749scb@semo.edu) and a Hazardous Materials and Lab Safety Committee (contact Dr. Bjorn Olesen at: boleson@semo.edu) to provide oversight for such activities. Candidates who have not had specific training during their curriculum in the use of radioactive and hazardous materials may need to secure permission from appropriate institutional personnel during the topic approval stage. Other public documents pertaining to the use of radioactive materials may be found at the Nuclear Regulatory Commission website at: <http://www.nrc.gov/reading-rm/doc-collections/cfr/part020/>.

Other Protocols

Copyrights

A candidate who desires to have Southeast Missouri State University file a claim of copyright for his or her Applied Research Project must submit a certified check or money order (no personal checks) for \$45, made payable to the Graduate School Office. This must be attached to the *Topic Approval Sheet for Applied Research Project* (see http://www2.semo.edu/gradschool/download_forms.htm) that the candidate will return to the Graduate School Office prior to the beginning of the semester in which the candidate intends on completing his or her Applied Research Project and graduating. Should the candidate wish to copyright the work, he or she will then need to add the following copyright notice on a separate page preceding the title page in every copy of the Applied Research Project:

Copyright Writer's Name (as it appears on title page) Year (of graduation)

ALL RIGHTS

RESERVED

A sample of the copyright page is presented in Appendix B. A candidate who wishes to copyright his or her Applied Research Project should discuss the possibility of doing so with the Applied Research Project director early in the research project, since the terms of some grants and contracts prohibit copyrighting of Applied Research Project materials developed under their sponsorship.

In order to graduate in any particular year, the final Applied Research Project must be submitted to the Graduate School in Memorial Hall by the deadline listed in the academic calendar in the General Announcements. This deadline is absolute and cannot be extended.

Confidential Information

While the Applied Research Project process provides a certain degree of latitude for the candidate in terms of approach and content, there are some restrictions dictated by the University and state policy. Willful violations of these material restrictions will lead to an investigative review. In accordance with the following mandates, such material is as follows:

Confidential information about the University obtained by reason of position or employment by

the University shall not be used for personal financial gain or to the unfair advantage of another person.

Faculty Handbook, 2000

Specific statutory language also provides guidance:

1 Use of confidential information obtained in the course of or by reason of his/ her employment or official capacity in any manner with intent to result in financial gain to himself or herself, his or her spouse, dependent child, or any business with which he or she is associated. (R.S.Mo. Sec. 105.452[2])

2 Disclosure of confidential information must be obtained in the course of or by reason of his or her employment or official capacity in any manner except as authorized by law. (R.S.Mo. Sec. 105.452[3])

Sometimes, master's candidates have been involved in work-study programs or in administrative or other work units on campus. The performance of their respective jobs may provide them with access to private information related to financial disclosure of university processes. This information is not to be disseminated under any circumstances as part of a Applied Research Project without express permission of Southeast administrative personnel. The student should secure permission initially from the Director of Institutional Research if data pertaining to students is to be used. The Director will determine if additional approval may be needed depending on the type of information required by the candidate to complete the Applied Research Project. Human Subjects Committee approval will be necessary if Southeast students are used in the research.

Use of University stationery and logos

Guidelines have been developed related to use of stationary and logos, and are archived at: <http://www.semo.edu/webguide/homepage.html>. Specific language that should be considered by the student is as follows:

1 Neither the name of the University nor any of its graphic identification symbols are to be used in printed materials intended to endorse or promote individual enterprises or to otherwise enhance private gain without the prior written permission of the University President. Official University stationery may not be used in outside business, personal and other private or political activities of employees. This applies to support documentation or illustrations within a Applied Research Project and should be avoided.

Style Management

The MBA program has adapted the APA style manual or format. It is the candidate's responsibility to ensure that the Applied Research Project conforms to this style or format. If there

is a compelling reason to use another style, the candidate should submit a request for exception, endorsed by the candidates' faculty advisor and the Director of the MBA Program.

2

Prior to beginning the Applied Research Project process, a candidate must (a) have 3.0 gpa or better, (b) be formally admitted to a program of study, and (c) be "Advanced to Candidacy." An *Application for Candidacy* form (see http://www2.semo.edu/gradschool/download_forms.htm) must be submitted to the advisor after the candidate has completed 12-16 hours of approved coursework. The *Application for Candidacy* form must be signed by the MBA Director before a *Topic Approval Sheet for Applied Research Project* (see http://www2.semo.edu/gradschool/download_forms.htm) is completed and submitted to the Graduate School.

The Applied Research Project effort must balance the expectations of the MBA Program and the requirements of the Graduate School. The following steps provide an overview of the Applied Research Project process. Success with the Applied Research Project process depends on following these guidelines and by adhering to deadlines. The Applied Research Project is not a last minute task in the process of completing a program of study. It is crucial to begin work at the beginning of the final year of Master's study.

Step 1: Beginning the Applied Research Project Process

Once a candidate has been advanced to candidacy (after the completion of 12- 16 hours of coursework), a topic for the Applied Research Project must be selected. This should be done at the beginning of the semester in which the student signs up for BA657 (Applied Research Project.) A *Topic Approval Sheet for Applied Research Project* must be completed and submitted no later than the second week of the semester of BA657 enrollment. Upon choosing a topic for the Applied Research Project it is important to narrow the scope of inquiry. Therefore, the candidate should be realistic in choosing what can effectively be covered within the timelines for completion of the project. While an initial draft of the Applied Research Project outline may not be developed initially at the outset of the process, the direction of the Applied Research Project must be established early on. It is advisable to have an idea written down in either an abstract form or a Applied Research Project proposal.

Abstract

An abstract is to be included with each copy of the Applied Research Project. Particular care should be taken in preparing the abstract, since it will be included in the final Applied Research Project. While the abstract will likely be revised upon final editing of the Applied Research

Project submission, it is necessary to prepare the abstract using a concise and efficient structure. The draft and final abstract should be a minimum of 150 words, but must not exceed 350 words. It should serve as a brief summary in response to the question "What is the Applied Research Project about?" Best results will occur if the abstract acts as:*

- An introduction of the hypotheses, main points of the literature reviewed, and the candidate's expected outcome/s.
- Main arguments that will be presented in the Applied Research Project.
- A summary of the results and main conclusions.

Although its brevity may provoke challenges, the abstract is essential to the Applied Research Project project: it defines parameters and it provides a synopsis that will aid future researchers in determining applicability.

Applied Research Project Proposal & Human Subjects

The MBA program requires an Applied Research Project proposal at the earliest phase of the process. The Applied Research Project proposal is longer than the abstract, and it may be easier to "step down" or collapse: Thus, a candidate may wish to write a Applied Research Project proposal first and then refine this proposal into a more succinct abstract. [Note: If human subjects are to be involved in the Applied Research Project research, approval *must* be obtained from the College Human Subjects Committee at this phase of the process. Depending on the nature of the research, the Harrison College of Business Human Subjects Committee may forward the human subjects request to the University Human Subjects Committee. If animals are to be involved in the Applied Research Project research, approval *must* be obtained from the IACUC Committee. If the student has not received appropriate training in the use of radioactive and hazardous materials, approval may be required from the Hazardous Materials Advisory and Lab Safety Committee.]

The Applied Research Project proposal should be developed in consultation with the candidate's Applied Research Project faculty advisor. At the minimum, this Applied Research Project proposal and abstract should be submitted to the candidate's project faculty advisor for review. Once a successful idea has been explained through the abstract and Applied Research Project statement and approved by the project supervisor, the *Topic Approval Sheet for Applied Research Project* (see Appendix C or http://www2.semo.edu/gradschool/download_forms.htm) should be updated and submitted for approval.

Step 2: Establishing a Committee

The Applied Research Project committee is made up of two graduate faculty members who have met the requirements for supervising or serving on Applied Research Project committees. One of the members is the faculty advisor (chair) while the second member is the MBA Director. A strong faculty chair is crucial to success so the candidate must be selective. The project faculty chair will provide guidance/direction. Selection of the faculty chair is required in completing the *Topic Approval Sheet for Applied Research Project*, which must be completed no later than the

second week of the semester of intended graduation.

Upon selection of the Applied Research Project faculty chair, a draft of the abstract and Applied Research Project statement may then be submitted. The faculty chair may require revisions of either the Applied Research Project statement or abstract prior to signing the *Topic Approval Sheet for Applied Research Project*. It is the candidate's responsibility to obtain all signatures requested on the form prior to submitting it to the MBA Director. A copy of the committee-approved Applied Research Project proposal and abstract must be submitted with the *Topic Approval Sheet for Applied Research Project (BA657)*. The student must enroll in three credit hours of Applied Research Project (BA657.) Students who anticipate an extended break from completion of the Applied Research Project may petition the Graduate School for up to a one-year leave of absence. However, this break does not suspend the six-year requirement for completion of the Applied Research Project, and the student must re-enroll in the Graduate School after the leave of absence has been completed).

Step 3: Checking One's Status in the Process

At this point, the candidate will have successfully completed several tasks in the process: (a) formal admission to a program of study; (b) Advancement to Candidacy; (c) enrollment in Applied Research Project hours after the topic has been approved; and (d) approval of the Applied Research Project topic. The candidate should submit a *Graduation Intent Form* (see http://www2.semo.edu/gradschool/download_forms.htm) to the Graduate School by the prescribed dates published in the Semester Schedules for the date in which they plan to graduate. The candidate should note that these dates vary slightly across semesters and subsequently should check the Graduate School deadline dates in this publication.

Step 4: Preparing Multiple Drafts of the Applied Research Project

Once the *Topic Approval Sheet for Applied Research Project* has been submitted to the Graduate School, activities related to completing the Applied Research Project should be identified and an initial draft outline should be developed. *A candidate's faculty advisor (chair) should see at least two drafts of the work.* This step serves to ensure both a high quality paper and appropriate consultation throughout the Applied Research Project process.

Step 5: Complete Draft of the Applied Research Project

The candidate should provide the Applied Research Project Chair with a complete draft of the final Applied Research Project, allowing sufficient time for the advisor to carefully review the final draft and for the candidate to make any necessary additional revisions.

The Faculty Chair should, at a minimum, receive a near final draft of the Applied Research Project paper no later than eight weeks prior to the end *of the semester of anticipated graduation.* This allows adequate time for (a) the faculty (chair) advisor to review the paper and provide

editorial recommendations to the candidate, (b) the student to make the requested revisions, (c) the MBA Director to read the revised paper, and (d) the candidate to make any final revisions requested. Once the recommendations have been incorporated in the Applied Research Project narrative, the candidate should return the revised copy to the Chair as soon as possible for their final approval. Therefore, careful time management must be exercised to prepare the draft to allow the Chair to review and respond with comments.

A candidate should submit a **completed** Applied Research Project draft to the faculty advisor by five weeks prior to the end of the semester in which the candidate intends on completing his or her degree. The candidate who intends to complete his or her Applied Research Project in the Summer should contact the chair to discuss summer schedules for meetings, and other deadlines related to the completion of the Applied Research Project. [Note: Candidates should not assume that faculty members will be available or accessible during the Summer. Advance arrangements with a Chair and MBA Director is always warranted to ensure completion of a Applied Research Project during the Summer.]

The candidate must remember that in order to graduate, the final written Applied Research Project, incorporating style revisions previously identified by the Graduate School, must be submitted to the Graduate School for review before noon on the deadline listed in the Academic Calendar. This submission must be accompanied by the committee (chair and MBA Director) composite rating sheet of the capstone project.

Step 6: Adhering to Final Procedural Details

This final step addresses mechanical, style, and attribution problems. The candidate should reexamine the initial abstract and revise it as appropriate, again ensuring that critical issues presented in the Applied Research Project are noted. The candidate should create the title and associated pages of the Applied Research Project as noted in Appendix B. Presented in the following sections is specific information related to the format for presentation of the Applied Research Project.

Once final editing has been completed and submitted to the project chair, the chair will rate the Applied Research Project using forms noted in Appendix B. The ratings will be submitted to the MBA Director along with the final version of the Applied Research Project. At this point, only style issues (i.e., adhering to the appropriate style manual) related to presentation will be examined. If errors in style are identified, the student will be asked to correct errors before final approval of the Applied Research Project is granted.

3

Since the Applied Research Project represents a professional body of work, it is vital that it be visually presented within acceptable scholarly parameters. Therefore, the Graduate School requires observation of the following guidelines. No exceptions may be made to these requirements.

Recommended Style

The Graduate Program in Business, the MBA, requires the use of *the Publication Manual of the American Psychological Association (APA)* as the guide for writing style unless specific request for another style is approved in writing by both the chair (faculty advisor) and the MBA Director. The Graduate School will hold candidates to strict compliance with specified guidelines.

Paper Quality

Candidates should use 8 1/2 x 11", 100% cotton rag or 20 lb. non-erasable bond paper for the final Applied Research Project copy. Unruled paper should be used for all additional copies. Only one side of the page may be photocopied. A laser quality printer should be used for the final copy; print generated using a dot matrix printer is not acceptable. Candidates should check all pages to ensure that printing is aligned correctly and that all pages are present, in correct numerical order, and are completely free of smudges, gray cast, or extraneous marks.

Type Fonts

A 12-point serif font (a seriph is a line stemming at an angle from the end of the strokes of a letter, e.g., Palatino, Times, Times New Roman) must be used in the preparation of the Applied Research Project. Script fonts such as Bellevue and Brush Script are unacceptable, as is the use of multiple typefaces. Non-seriph fonts (e.g., Arial, Helvetica) will not be acceptable for the completed Applied Research Project. The seriph font provided through LaTeX (a document generation system accessible at <http://www.latex-project.org/>) is acceptable. However, if LaTeX is used, be careful to ensure proper margins when producing the final copy.

Line Spacing

All text should be double-spaced in the narrative of the Applied Research Project. Only footnotes, long quotations, bibliography entries (double spaced between entries), table captions, and similar special material may be single-spaced. Candidates may not divide words at the bottom of a page and carry them over to the next page. A sentence ending a paragraph must not end as a partial line at the top of the page.

Margins

The left margin is the widest at 1 1/2 inches. This allows for necessary trimming and proper binding. The top, bottom, and right margins should be 1 inch. The candidate should not punch holes in any margins. It is important that the margins on the Applied Research Project meet these requirements so the binding can be completed efficiently.

Pagination

The following specific guidelines should be adhered to in preparing the pagination of the Applied Research Project:

- Number every page of the manuscript except the title and copyright pages. Lower-case Roman numerals are used to number preliminary pages; Arabic numerals are used to number the pages in the body of the Applied Research Project, including the pages containing the reference and appendices.
- Pagination on preliminary pages and the first page of major subdivisions must be bottom centered. Place all other page numbers either at the bottom centered or in the upper right-hand corner of the page within the one-inch margin. On most pages the text must be separated from the page number by .25". This is the default in most word processors.
- Page numbers should not appear on the Title Page, or the Copyright Page; they should begin with lowercase Roman numerals on the Acceptance Sheet and following preliminary pages. Arabic numerals should begin with the first page of the first section in the main body of text.

Pagination recommendations

For students who are not familiar with use of the many features of Microsoft Word--the approved word processing program on the Southeast campus-- specific guidance in setting up differing page numbering styles is provided in Appendix B.

Tables and Figures

Given the availability of software specifically designed for creating tables and figures, candidates should avoid hand-crafted tables and figures. Drawings and, hand-drawn or manual drafting will only be allowed by permission of the Graduate School. If approval for use of the materials is granted, the candidate will be required to scan any manually created material and embed it as a graphic element within the text body of the Applied Research Project. This is required given that manual tables and drawings cannot be included in an electronic version of the work. All figures should appear within the text at the point where reference to them is first made. Tables and figures must be appropriately sized to fit within the page margins and cannot extend beyond established margins.

Photographs

Photographs of drawings are acceptable. Reproductions or map reductions may provide justification for use of scanned photographs in the Applied Research Project. Graphs should be reproduced using scanning or other appropriate software.

Footnotes, Endnotes, Bibliography, References

APA form must be used by the candidate in the MBA Program.

Multi-Document Volumes

In rare cases, should a Applied Research Project exceed a thickness of 1 1/2 inches, it may have to be bound in two separate volumes. The candidate should contact the Graduate School for stipulations regarding the multi-volume format.

General Presentation

The availability of sophisticated word processing and desktop publishing software has made possible a variety of high quality presentation options. However, candidates should remember that the primary features of the Applied Research Project include the (a) quality of the scholarship or research, (b) soundness of the logic, (c) originality of ideas, (d) lucidity of the prose, and (e) consistency with an approved writing style. The writing of the Applied Research Project should be the candidate's major concern. Correct grammar and spelling, as well as logical organization and a clear, literate prose style, coupled with competent, supportive, and referenced research are expected. Recommended headline or story titles should not exceed a 12 font and the use of excessive italics or boldface type is prohibited. Candidates should keep the design simple and straightforward.

4

The following section will present the arrangement of the major components of a Applied Research Project. The following list will assist the candidate with organizing the contents and offers an explanation on each component.

1. Preliminary pages are numbered using lowercase Roman numerals. The following preliminary pages should be presented in sequential order:

- Title Page (mandatory)
- Copyright Page (optional)
- Abstract (mandatory)
- Acceptance Page (mandatory)
- Dedication and Acknowledgements Pages (optional)
- Contents Page (mandatory)
- List of Tables (mandatory if present) in Applied Research Project
- List of Figures (mandatory if present) in Applied Research Project
- List of Illustrations (mandatory if present) in Applied Research Project

2. Body of Text (components identified in consultation with Applied Research Project Committee Chair)

3. References/Bibliography

4. Appendices

Overview of Contents

Title Page (mandatory)

The School of Graduate Studies requires a specific format for this page. The title page is the first writing visible in the Applied Research Project. Specifically, all information is centered with textual information presented as noted in Appendix B.

Copyright page (optional)

If the candidate chooses to copyright the Applied Research Project, instructions on page 8 should

be followed. If a candidate chooses not to copyright the Applied Research Project material, this page is not required in the preliminary section of the Applied Research Project. The candidate should remember that a copyright protects the ownership of the author's ideas or findings.

Abstract Page (mandatory)

The abstract is a courtesy to readers in that it provides a brief overview of the body of work presented in the Applied Research Project. It also assists future researchers by presenting enough information to help them quickly determine whether the Applied Research Project is relevant to their lines of inquiry. An abstract, generally 150-350 words, concisely covers the topic of the Applied Research Project.

Acceptance Sheet (mandatory)

The Acceptance Sheet should appear next in order (see Appendix B). It lists the candidate's degree and Applied Research Project committee members, Department Chair, and Dean of the Graduate School with accompanying signature lines.

Dedication and Acknowledgements (optional)

These optional preliminary pages are presented on two separate pages. The Dedication generally lists a person's name and brief remarks regarding his or her influence in the work. The Acknowledgements page is lengthier, generally recognizing committee members and what contributions each member made toward the final project. This page also affords the candidate an opportunity to express appreciation to other instructors or support staff. The Acknowledgements page should be kept short and concise, skipping a line between each person being recognized.

Contents (mandatory)

The Contents page follows the Acceptance Sheet. The Contents page should list major headings throughout the Applied Research Project paper. Minor subheadings may be included at the discretion of the candidate's committee. Presentation of Contents should begin with preliminary pages (i.e., List of Tables, List of Illustrations,) followed by major sections of the body of the Applied Research Project paper (see Appendix B for format).

Lists of Tables, Figures, and Illustrations (mandatory if present)

These pages provide the reader with information regarding the order in which tables, figures, and illustrations will occur.

Body of Text

Guidelines for the content of text body is determined by the Applied Research Project Chair. In general, students will find most Applied Research Project guidelines will require an introduction, problem statement, statement of assumptions, review of literature, methodology for data

(information) collection and data (information) analysis, summary of analysis, managerial implications for stated problem, limitation of study, suggestions for future study and a conclusion. Headings are used to break up the presentation of narrative. Use of headings must conform to the writing style approved by the program and adhere to the format examples contained at each department's website and/or at the Graduate School website:

http://www2.semo.edu/gradschool/student_research.htm.

References/Bibliography

This section is presented on the last pages of the Applied Research Project. Generally, only references cited in the body of the text are included in the reference list; however, the committee may require evidence that a candidate is familiar with a broader spectrum of literature than that specific to the Applied Research Project. In such cases, the reference list may be called a Bibliography. Candidates must adhere to the APA writing style.

Appendices

The use of appendices affords the candidate the opportunity to include a variety of materials that support the Applied Research Project project. Each Appendix should be preceded by an Appendix Page (see Appendix B) appropriately labeled. While these pages are included in the continuous pagination of the Applied Research Project, they do not have a page number affixed to them. The contents of each appendix should be numbered consecutively in the upper right hand corner in the same manner as pages within the body text. Each Appendix should be noted on the Contents Page, with the number of the first page of the appendix being noted in the contents.

Checklist for Assembling the Applied Research Project

The following checklist should assist the candidate in assembling the components of a Applied Research Project.

Present Organization and Contents of Applied Research Project

Use of required margin space throughout (1" on top, right, and bottom; 1 1/2" on left)

Use of 12-point, serif font typeface throughout

Use of 8 1/2 x 11", non-erasable, unruled bond paper

Preliminary Pages (using lowercase Roman numerals at bottom of pages and consistent with format approved by Graduate School)

· Title Page (mandatory)

- Copyright Page (optional)
- Abstract (mandatory)
- Acceptance Page (mandatory)
- Dedication and Acknowledgements Page (optional)
- Contents Page (mandatory)
- List of Tables (mandatory if present)
- List of Figures (mandatory if present)
- List of Illustrations (mandatory if present)

Body (with pagination on each page: bottom centered on first page of each major section and either bottom centered OR upper right hand corner for each subsequent page in section)

- Follow APA Guidelines for format, style and citation.

References/Bibliography (consistent with approved writing style and pagination on each page)

- Citations consistent with approved program format or style manual; single spaced with space between each citation

- Pagination on each page of Reference listing

Appendices

- Cover page for each Appendix consistent with format required by Graduate School

- No pagination on cover page/s (but included in continuous pagination)

- Continuous pagination on each page of Appendix material

Reproduction

Two final copies are required. These copies are provided to the MBA Office.

The Applied Research Project Process Checklist

Have you:

been formally admitted into the MBA program?

met 12-16 hours of coursework and been Advanced to Candidacy?

enrolled in Applied Research Project?

developed a rough abstract or Applied Research Project statement discussing what the Applied Research Project is going to engage?

ensured that your faculty Applied Research Project Committee Chair has agreed to supervise your project?

filled out the *Topic Approval Sheet for Applied Research Project* and gained all necessary signatures from your department, the Graduate School, and other individuals (e.g., Human Subjects, IACUSC, Radiation Officer) no later than the first week of the semester of intended graduation?

submitted a rough draft of the Applied Research Project to your Chair and secured approval?

presented the rough draft to your chair with enough time for him/her to review and edit?

completed the *Graduation Intent Form*?

completed your second draft and returned it to your chair?

completed your final draft and returned it to your chair?

made arrangements with the Graduate School if you intend on copyrighting your work?

organized your Applied Research Project, including all preliminary pages and a signed copy of your *Topic Approval Sheet for Applied Research Project*?

References

American Association of University Professors. (1990). Statement on Plagiarism. [On-line]. Available: <http://csep.iit.edu/codes/coe/aaup-h.htm>

Family Educational Rights and Privacy Act of 1974, 20 USC S. 1232g 20 U.S.C. § 1232g; 34 C.F.R. § 99.1 et seq.; 61 Fed. Reg. 59,292 (Nov. 21, 1996)

Public Law 91-579, the Animal Welfare Act of 1976, 7 U.S.C. §§ 2131 et seq. (April 22, 1976)

Operational Policy for Research Involving Human Subjects

Southeast Missouri State University recognizes its role in society to further human knowledge, to advance the sum of such knowledge through teaching and research, and to protect the rights and welfare of human subjects involved in research. Similarly, the University acknowledges the rights of the faculty, staff and administrators to utilize appropriate educational methods and research techniques in their classes, in instructionally-related activities and in Student Services programming and activities.

Human subjects are involved in many areas of research in which there is potential risk to the individual, such as experimental research utilizing drugs, vaccines, and radioactive materials. Less obvious are classroom or Student Services programming-related research activities in which risks to human subjects may be significant.

The Committee on Research Involving Human Subjects is best qualified to ensure that human subjects will receive adequate protective measures, that faculty, staff and administrative privileges to pursue the advancement of knowledge are guaranteed, and that restrictive policies which might discourage research, innovative teaching and programming are eliminated. This committee is the official review body for the University and functions as the Institutional Review Board as set forth in federal legislation. Its function is to conduct initial and continuing review of those research proposals which use human subjects and to determine that such proposals are in accordance with existing federal regulations. The committee operates under and reports directly to the Office of the Provost.

Members of the committee shall possess varying backgrounds so that their review of research proposals will assure that the rights and welfare of human subjects are adequately safeguarded. The committee must be sufficiently qualified through the expertise and diversity of its membership to ensure respect for its advice and counsel. When necessary, the committee will solicit opinions from individuals having recognized expertise in a specific area. In addition to possessing the professional competence necessary to review specific activities, the committee must be able to ascertain the acceptability of applications and proposals in terms of institutional commitments and regulations, applicable law, and standards of professional conduct and practice.

Decisions concerning human subjects in research are not made unilaterally by the committee. Through a deliberative process, it is the responsibility of the department chairperson, the College Review Committee (CRC), the college dean of the research investigator conducting the study, and the University Committee to ensure that the rights of human subjects are protected. For projects originating from Student Services personnel, the Student Services Review Committee (SSRC) will act as the CRC, and the Dean of Students will assume the review functions delegated to the college dean in this document.

Definitions of Terms

As used in this document, research is defined as a trial or special observation, usually made under conditions determined by the investigator, which aims to test a hypothesis or to discover some unknown principle, effect, or relationship. Activities which use experiments, tests, and observations designed to elicit non-public information are types of research. Research does not include the conducting of classroom experiments or demonstrations or programming done for an educational purpose. Routine course and program development including evaluation of the effectiveness of such development and the assessment of established courses or programs is not research as defined and does not require review. (See next section for details of requirements for or exemptions from review.)

Determining the degree of risk in research involves making a series of judgments because certain risks are inherent in life itself. For certain types of research projects (especially medical), the risk is quite obvious. Somewhat different are those research procedures in which the subjects perform strenuous physical exertion or undergo varying degrees of public embarrassment and humiliation. These experiences may constitute a psychological threat to the subject, thereby posing another type of risk.

In reviewing research proposals involving human subjects, the reviewing body will place the research activity into one of two categories:

Category 1 - those research activities in which the subjects involved have no more than the risks associated with their customary everyday activities or risks associated with the performance of routine physical or psychological examinations or tests by qualified individuals.

Category 2 - those research activities in which the risk to subjects is greater than that encountered when performing customary activities under ordinary conditions.

As used in this document, human subjects are part of the investigator-subject relationship in a research activity which has the discovery of new knowledge as its primary objective. Of course, there are several types of human subjects, including adults, minors, residents of institutions, etc. Donors of organs, tissues, etc., are also considered to be subjects.

As used in this document, the definition of human subjects excludes the normal professional-client relationship which has the welfare of the client as the sole objective. Examples of such relationships are those in which the client is receiving aid or services consistent with accepted and established practice (e.g., physician and patient).

Procedure for the Review of Research Proposals Involving Human Subjects

During the preparation of the research proposal, the research investigator has the responsibility to seek advice from the department chairperson, college dean, Dean of Students and/or Human Subjects Committee Chairperson regarding potential implications for the rights of human subjects. If human subjects are not involved, the investigator may proceed with the study without consulting the committee.

Any research activity conducted by the faculty, staff, or students involving human subjects will be reviewed by the college dean or Dean of Students, by the CRC or SSRC, by the University Committee, or by both the CRC or SSRC and the University Committee. However, some proposals are exempt from full review.

These include

1. Secondary use of existing data documents and pathological or diagnostic specimens if the subjects are not identifiable.
2. Use of publicly available data, regardless of whether the subjects are identifiable.
3. Non-intervening observations of public behavior. The exemption includes research involving observations of public behavior of children where the investigator(s) does not participate in the activities being observed.
4. Interviews and surveys of adults (with exceptions noted below).

Interview, survey, and observation of public behavior procedures are not exempt and must be reviewed when

1. Responses are recorded in such a manner that the human subjects can be identified, directly or through identifiers linked to the subjects,

AND

2. The subject's responses, if they became known outside the research, could reasonably place the subject at risk, or expose the subject to criminal or civil liability, or be damaging to the subject's financial standing or employability,

OR

3. The research deals with sensitive aspects of the subject's own behavior, such as illegal conduct, drug use, sexual behavior, or use of alcohol,

OR

4. The subjects are minor children. All research using interview and survey procedures that include children as the subjects must be reviewed.

(For educational/classroom study exemption, see Definition of Terms, Research)

Projects involving human subjects but considered exempt from full review by the investigator may be initially submitted to the college dean or Dean of Students and the chairperson of the College or Student Services Review Committee who will act for the College or Student Services Committee. The material submitted will include a brief outline of the project including survey

instruments, interview protocols and/or methods to protect the identify of subjects when secondary data etc., are used and the rationale for considering the project exempt from full review. If the college dean or Dean of Students and the chairperson of the College or Student Services Review Committee concur that the project is exempt, the Dean or Dean of Students will inform the investigator, and she/he may proceed with the study. At that time, the investigator will submit a copy to the University Committee Chairperson for retrospective review. If either the college dean or Dean of Students or the chairperson of the College or Student Services Review Committee thinks the project is not exempt, the project must be subjected to the normal review process. In the event that the college dean, Dean of Students and/or chairperson of the College or Student Services Committee are among the proposers, the project must be submitted to the entire College or Student Services Committee and to the University Chairperson for retrospective review.

If the project is not exempt from full review, the proposal normally must be submitted to the College or Student Services Review Committee. If funds external to the University are sought and the granting agency requires approval at the University Committee level, the investigator may submit the research proposal directly to the University Committee for review.

The following materials and information will be submitted by the proposer for research requiring full review:

A brief outline of the project; if applicable, survey instruments, interview protocols, and a description of methods to protect the identity of subjects when secondary data are used; a description of what risks to subjects can be reasonably expected; methods for obtaining informed consent; and methods for ensuring the subjects' rights of privacy and confidentiality of data.

If a designation of Category 1 is expected, the proposer may submit rationale to support risks no greater than customary everyday activities or risks associated with routine physical or psychological examinations and indicate the level of qualifications of investigators to undertake the study. If a designation of Category 2 is expected, the proposer should submit an explanation describing the need for the level of risk, what is being done to minimize risk, and qualifications of the investigators to carry out the research.

Investigators are encouraged to include only information pertinent to the safety of human subjects.

The CRC or SSRC will determine whether the human subjects to be studied in the investigation are in Category 1 or in Category 2 and will verify that procedures for human subject protection will meet University and federal guidelines. The decision of the CRC or SSRC, together with the research proposal, is then sent to the College Dean or Dean of Students. When the College Dean or Dean of Students agrees with the CRC or SSRC that the research involving human subjects is in Category 1 and that the guidelines for protection of human subjects have been met, the College Dean or Dean of Students will inform the investigator that she/he may proceed with the study, and the College Dean or Dean of Students will send to the University Committee a copy of the researcher's proposal together with a report of action taken by the CRC or SSRC and the College Dean or Dean of Students' statement of approval. In these instances, the University

Committee has the responsibility for a retrospective review. All proposals subject to retrospective review by the University Committee will be examined for appropriate safeguarding of human subjects. If adequate safeguarding is not evident, the University Committee Chair will notify the appropriate Dean or Dean of Students and CRC or SSRC Chair, and the research will cease until agreement among all parties is reached.

When the College Dean or Dean of Students agrees with the CRC or SSRC that the research involving human subjects is in Category 2 or when the College Dean or Dean of Students and the CRC or SSRC do not agree on the category, the dean or Dean of Students will inform the investigator that the proposal must be submitted to the University Committee for review. When the category is in question or for proposals submitted directly to the University Committee, the University Committee will decide whether the research is Category 1 or Category 2. Following review of the proposal, recommendations of the committee are sent to the Provost. (See section "Responsibilities of the Committee: Notification of Committee Action" for details.)

RESPONSIBILITIES OF THE PRINCIPAL INVESTIGATOR

The following statements are presented as guidelines for research projects involving human subjects. The investigator should consult these guides when planning the research project. The committee also will utilize these statements during its evaluation of research proposals submitted by faculty, staff, and students of the University.

The investigator must be qualified in the field in which the research is conducted. If during the research the investigator finds herself/himself in areas beyond her/his level of competency, appropriate consultation must be obtained.

Informed Consent

Research involving human subjects normally is not permitted without the voluntary consent of the human subject or the consent of her/his authorized representative if the subject lacks the capacity to consent. The investigator should provide the subject with all appropriate information, whether positive or negative, which is likely to influence the subject's decision to participate. No coercion, explicit or implicit, may be used to obtain or maintain cooperation. To assure that the subject's decision is truly free, the investigator must exercise particular care in certain circumstances. Examples include relationships involving a measure of control over the potential subject, e.g., teacher/student, employer/employee, and in institutions such as prisons and hospitals.

Certain research studies utilize subjects (e.g., minors, the mentally retarded, etc.) that require special consideration. Competent adults must give their own informed consent. If the research involves incompetent adults, it is the investigator's responsibility to make certain that consent for participation is obtained from authorized representatives in accordance with applicable statutes and regulations.

Assent must be obtained from competent children. "Children" are individuals below the legal age of consent. Age, maturity, and psychological state are to be considered when determining

competency of the child/children. Assent means a child's affirmative agreement to participate in research. Failure to object should not be construed as consent. Informed consent must also be obtained from one of the child's parents or guardians. For research which involves greater than minimal risk and no prospect of direct benefit to the child, both parents must give their permission unless one parent is deceased, unknown, incompetent, or not reasonably available, or when one parent has legal custody of the child. This requirement may be waived for research designed for conditions for a subject population for which parental or guardian consent is not a reasonable requirement to protect the subjects (e.g., abused or neglected children).

When the research involves minimal risk to the subject (Category 1), there is no single method required to assure that the subject consents to participation. Whether the subject's consent is obtained orally or is implicit in voluntary participation in a well-advertised activity or is secured via a written document, it must be "informed consent." The term "informed consent" implies that the individual has exercised free power of choice without the presence of excessive inducement or any element of deceit, fraud, duress, force, or other form of restraint or coercion. While not mandatory, written documentation is strongly recommended.

A dilemma arises in some research because fully informing the subjects would invalidate the experiment. If it is necessary to withhold information from the subject, the investigator must carefully inform the reviewers of what information will be withheld and must clearly justify the withholding of information. Nondisclosure of information to subjects must not be used simply to assure their participation in the research.

Investigators whose proposed research activity is in Category 2 are obligated to obtain legally effective informed consent. The basic elements of information necessary to such consent include:

1. A fair explanation of the procedures to be followed and their purposes, including identification of any procedures which are experimental;
2. A description of any attendant discomforts and risks reasonably to be expected;
3. A description of any benefits reasonably to be expected;
4. A disclosure of any appropriate alternative procedures that might be advantageous for the subject;
5. An offer to answer any inquiries concerning the procedure;
6. An instruction that the individual is free to withdraw his or her consent and to discontinue participation in the project or activity at any time without prejudice to the subject;
7. An explanation of appropriate complaint procedures.

A written document is preferred for obtaining the consent of subjects involved in research activity in Category 2. If consent is obtained orally, the investigator must provide some documentation of consent for the records.

However consent is obtained, the method used must be described and justified in the material sent to the committee for review. Such materials might include, for example, a summary of oral explanations to be given to the participants when obtaining their informed consent. Also to be submitted to the committee is an explanation of how the investigator plans to monitor the risks and safeguard the subject during the course of the investigation.

Note 1: The method of obtaining consent must not include any exculpatory language through which the subject waives, or appears to waive, any of her/his legal rights, including any release of the University or its agents from liability or negligence. Obtaining a signed consent form is not a release. Rather, it is simply an evidence of disclosure to the subject of essential information necessary to obtain informed consent.

Note 2: Special procedures are required for obtaining and documenting informed consent of subjects placed at risk in activities supported by many external sources of funds.

Treatment of Human Subjects

It is incumbent upon the investigator to make sure that all human subjects are treated with respect and dignity, not just by the principal investigator, but by the research associates as well. The principal investigator should make it clear to the subjects that they are free to discontinue their participation in the research at any time without prejudice to the subject.

In those research projects that have potential risk to the subject, the investigator must make every effort to minimize the risks or discomfort related to the subject's participation. For example, if the research activity exposes the subject to considerable physical risk, the investigator must consider whether the subject's response should be monitored by a physician during the testing.

The investigator whose research plans place subjects at risk has the responsibility for justifying that risk. Such a justification will indicate that a thorough search of the literature has been made to ascertain that either the experiment has already been performed with animal subjects or good reasons exist for not utilizing animal subjects; that similar research has not already provided an adequate answer to the research question; and that the design of the study is adequate to yield worthwhile data on the topic under investigation.

The investigator is responsible for the research procedure during the investigation and must be sensitive to individual differences which may predispose certain individuals to experience harmful psychological or physical consequences by participating in the study. Realizing this, the researcher must exercise care to exclude such individuals from the research sample. Should unanticipated harmful effects develop during the research, the investigator shall take immediate steps to correct the situation. For those studies having the potential to produce undesirable effects which may be manifested later, the investigator's responsibility is to plan appropriate follow-up procedures.

The responsibilities of the investigator include scheduling a debriefing session with the subjects following the conclusion of the research. The methodological procedures associated with the study may have caused certain subjects to experience anxiety, embarrassment, and loss of self-

esteem. The experimenter should determine whether the subjects have suffered such effects. If they have, the investigator must take positive steps to counteract the effects the study produced. Debriefing procedures to be used must also be described to reviewers. The reviewers must then decide whether the subject's rights and welfare are adequately protected.

The investigator should make every effort to see that the subjects are rewarded or recognized for their participation. Such benefits could be material (money or gifts), educational (added information or knowledge), some other self- enhancing gains (e.g., improved health and well-being), or the award of a certificate of participation. Any payment intended for the subjects should not be so large as to constitute an excessive inducement to participate. The investigator's description of the research submitted to the committee shall include plans to reward or recognize the subjects.

Confidentiality of Data

It is the investigator's responsibility to protect the rights of subjects against invasions of their privacy. The investigator must exercise care in obtaining and handling sensitive material and has ethical obligations to treat in confidence all private or personal information related to the subjects. The investigator should explain to those subjects providing information of a private or personal nature how such information will be used. Whenever feasible, such information from subjects should be obtained anonymously. If this is not possible, the data should be coded and the code separated from the data and kept in a secure place. Finally, the investigator should make certain such data are destroyed when the research is concluded.

The investigator must specify in the description of the project submitted to the committee for review her/his plans to ensure the confidentiality of the data and anonymity of the subjects. The following points can serve as a checklist to ensure that adequate protection will be provided:

1. The instruments for procuring data should be carefully constructed to ensure that only personal information absolutely essential to the study is acquired.
2. Personal information checklists which permit identification of the subject should be stored in files accessible only to authorized personnel.
3. Data containing personal information should be changed into coded form as soon as feasible. This means removal of the name and any other information which would reveal the subject's identity.
4. Adequate procedures for the disposal of data must be included in the research plans.
5. The identity of subjects must not be released without their express permission.

Certain research studies utilize data involving identifiable subjects that were collected previously for a different purpose. In such instance, the investigator must (a) re-evaluate the risk to the subjects, (b) determine whether the new use is within the scope of the original consent, and (c) provide for the anonymity of subjects in the intended study.

Complaint Procedures

It is also the responsibility of the principal investigator to advise all subjects, either in writing or orally, of their right to file a complaint with the University Committee. Each subject shall be given the name, address, and telephone number of the appropriate person to contact to register a complaint regarding her/his participation in the research. The participant or her/his legal representative should direct the complaint to the chairperson of the committee with a copy to the Provost/Provost's representative.

The University Committee has the responsibility for investigating all complaints. After its investigation, the committee will report its findings to the Provost. Normally, these findings will indicate one of the following: (a) that the complaint is invalid, (b) that the complaint is valid and that the principal investigator must submit an amended statement of procedure for consideration by the committee, (c) that the complaint is valid and that committee approval of the research project is withdrawn. In all cases, the Provost notifies both the principal investigator and the complainant (if identified) of the findings of the investigation and of the action to be taken.

Academic Affairs Revised 4/93

Appendix B: **Introductory Page Templates**

- Title Page
- Copyright Page
- Abstract
- Acceptance Page
- Dedication/ Acknowledgements
- Contents
- List of Tables
- List of Figures
- List of Illustrations

TITLE

by

YOUR FULL NAME

AN APPLIED RESEARCH PROJECT

Submitted in partial fulfillment of the requirements
for the degree of Masters in Business Administration
in the Harrison College of Business

in the School of Graduate Studies and Research of
Southeast Missouri State University

CAPE GIRARDEAU, MISSOURI

20XX

Copyright (name) 20XX

ALL RIGHTS RESERVED

ABSTRACT

The differences among students with either an analytic or holistic style were investigated. The styles were determined by the amount of bilateral alpha activity (8-13 Hz) measured from the cerebral cortex of the brain during two eyes-open baseline recordings. The results indicated that the analytical group (who produced less bilateral alpha activity than did the holistic group) recalled more of the logically or semantically important information from structured expository text than did the holistic group. Holistic individuals recalled more of the semantically important information from high-imagery poetry than did analytical individuals. The findings are congruent with the bimodal theory of conscious processing and support the position that individual differences are important factors in memory research.

APPLIED RESEARCH ACCEPTANCE SHEET

Submitted by (your full name) in partial fulfillment of the requirements for the degree of Masters in Business Administration.

Accepted on behalf of the Faculty of the School of Graduate Studies and Research by the Applied Research Project Committee.

Name, Ph.D.

Advisor/Chair

Name, Ph.D.

MBA Coordinator

DEDICATION

The Dedication section uses a centered heading that is ALL CAPS with the narrative below using both upper and lowercase double spaced text. Pagination begins at this page (if included) using lowercase Roman numerals.

ACKNOWLEDGEMENTS

The Acknowledgements section uses a centered heading that is ALL CAPS with the narrative below using both upper and lowercase double spaced text. Pagination begins at this page (if included) using lowercase Roman numerals if there is no Dedication page.

CONTENTS

ABSTRACT.....	i
ACCEPTANCE PAGE.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENTS.....	iv
LIST OF TABLES.....	v
LIST OF FIGURES.....	vi
LIST OF ILLUSTRATIONS.....	vii
1. INTRODUCTION.....	1
2. METHODOLOGY.....	3
a. Background.....	3
b. Approach.....	4
3. RESULTS.....	7
4. DISCUSSION.....	25
5. MULTIPLE EXPERIMENTS.....	38
6. REFERENCES.....	58

7. APPENDIX A..... 65

8. APPENDIX B..... 68

LIST OF TABLES

Table	Page
1. Principle Test Results.....	4
2. Relation Between X and Y Factors.....	28
3. Chronological Sequence of Tests.....	32
4. Comparative Strengths of Test Results.....	41

LIST OF FIGURES

Figure	Page
1. Mean Proportional Recall as Function of Delay	17
2. Level of Subordination of Recall.....	39

LIST OF ILLUSTRATIONS

Illustration	Page
1. Jean Beraud, <i>The Church of Saint-Phillipe-du Roule</i> , 1877.....	28
2. Claude Lorrain, <i>The Ford</i> , 1636.....	42