

**Research Group Technology and
Innovation Management, TIM**
School of Business & Economics

Philipps



**Universität
Marburg**

Guidelines for the Structure and Form of Academic Work

- Version November 2021 -

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**Please pay attention to the examination regulations that are relevant
for your course of study!**

1. Number of Copies

Two bound copies of final papers (BA, MA) are to be handed in by 12:00 p.m. to the examination office of the School of Business & Economics.

A single copy of seminar papers, with holes punched at sides and stapled in the top left corner are to be handed in to the secretary's office or to the supervisor.

A single copy of thesis papers is to be handed in with holes punched at sides and stapled in the top left corner.

In addition, all written work is to be sent to the supervisor as an e-mail attachment, in the form of a MS-Word for Windows document. The attachment must include the complete document as a single file (cover page, tables, lists, main part, and bibliography).

2. Extent of work

Thesis (term) paper: 5-6 pages of text per person (excluding diagrams, tables, etc.)

Seminar paper: 30 pages of text ($\pm 10\%$) per group of two people (excluding diagrams, tables, etc.)

Bachelor thesis: 25-30 pages of text (excluding diagrams, tables, etc.)

Master thesis: 80-120 pages of text (excluding diagrams, tables, etc.)

Papers exceeding the permitted amount of pages will only be accepted if agreed upon in advance with the supervisor.

3. Order of individual parts

Cover Page

Table of Content

List of Figures and Tables

List of Abbreviations

Main Text

Bibliography

Appendix

Statutory Declaration

For thesis papers the list of figures, tables, and abbreviations is optional.

4. Cover page

The cover page for seminar papers, as well as bachelor, and master theses should contain: Name of university department and chair, type of paper, topic of paper (and where applicable of seminar), date of submission, supervisor and seminar coordinator if applicable and author.

Example of a cover page:

If it is a seminar: Title of the seminar

Title

seminar paper / bachelor's / master's thesis

submitted to the

Research Group Technology and Innovation Management

Prof. Dr. Michael Stephan

Supervisor:

Title, name of the supervisor

Philipps-University Marburg

Winter / Summer term 20XY/XZ

by

First name surname

Student ID ("matriculation number")

Address

Tel.

E-mail

Place, date

5. Table of Contents

The table of contents, lists of figures, tables, and abbreviations, as well as the bibliography, Appendix and statutory declaration should be numbered consecutively using Roman numerals. In doing so, the table of contents, and the lists of figures, tables, and abbreviations should be numbered using lower case numerals (i, ii...), and the bibliography and appendix should be numbered using capital letters (IV, V...). The main part should be numbered using Arabic numerals. The table of contents should always be assigned with the corresponding page numbers.

The main part, the bibliography and, if existent, the appendix, are to be in numerical order following the gradation principle. Ascertain that every section and subsection consists of at least two points.

The figure shows a simplified depiction of a table of contents.

	Page
List of Tables	i
...	ii
1 Research Question and Structure of Paper	...
1.1 Research Question	1
1.2 Structure of Paper	1
2 Conceptual and theoretical framework	2
2.1 ...	3
2.1.1 ...	3
2.1.2 ...	4
2.2	4
3 ...	5
4
5
6 Summary of Results and Outlook on Further Research	...
...	...
Bibliography	IV
Appendix	V
	VI...

6. List of Figures and Tables

All figures and tables should be listed using Roman numerals for the page number. Figures and tables should be numbered separately and each individual figure and table should have a title. If there are in total less than five figures/tables, these can be integrated into a combined list.

7. List of Abbreviations

All subject specific abbreviations should be listed in alphabetical order, especially abbreviations of journals, organizations, associations, and legislative texts.

For example:

ASQ	Administrative Science Quarterly
JM	Journal of Marketing

Do not include common abbreviations such as i.a., e.g., i.e., etc. If in certain situations, abbreviations are inevitable, these should also be listed here, for instance specific internal abbreviations used within a particular company.

8. Main Text

All papers are to be written in impeccable English. If there are more spelling, punctuation, or phrasing mistakes (grammar, syntax, style) than would be commonly expected, a minimum of one mark will be deducted!

The page margins should have the following size:

Top: 2.5 cm

Bottom: 2 cm

Left: 2.5 cm

Right: 2.5 cm

Depending on the binding of the document, the margins can be altered accordingly (e.g., 3 cm on the left side and 2 cm on the right side), observing that the total sum of the side margins does not exceed 5 cm.

Choose the “justify” option when aligning the text in Word. An aesthetic presentation of the text format and style is to be observed, use the font “Arial” or “Times New Roman”. The font size of the main text, table of contents etc. must be 11 points for “Arial” and 12 points for “Times New Roman”, the line spacing must be 1.5. Insert a space before paragraphs. All parts (excluding the cover page) before the main text need to be numbered on each page using Roman numerals, each page in the main part and thereafter should be numbered using Arabic numerals starting from 1. When using bullet points, make sure that a whole sentence is kept intact.

For example:

The psychology of risk behavior researches specifically

- the reaction to risk during the first decision in a risk situation,
- the reaction to risk when making a decision in a risk situation,
- and the response to risk through searching for information.

Footnotes should include supplementary information as well as explanations. They are denoted with superscript numbers, the numbering to be continuous. Use the font size 9 in “Arial” and 10 for “Times New Roman” for footnotes.

Footnotes should be single-spaced and attached to the page on which they are used. We request you to refrain from using endnotes.

Each figure and table should have a title, a consecutive number and cite the source.

For example:

Figure 12: Degree of Innovation of Services

Corresponding figure

Citation of source(s) according to the explanations in section 9.

Figures and tables should be integrated into the text, to which they are related. Extensive figures such as questionnaires, legislative text, etc. should be inserted in the appendix. For the text of figures and tables use a font size of at least 9 points in "Arial" and 10 in "Times New Roman".

9. Quoting correctly

Any referencing or borrowing of ideas or notions from other authors always has to be referenced correctly in academic writing. If references to sources are missing completely then the paper will be graded with the mark 5 (insufficient).

For direct quotes you should reference using the footnote citation method. Alternatively, the Harvard system can be used (quote in brackets in continuous text). The chosen citation method should be used throughout the whole text (no changing between the Harvard and the footnote method). For indirect references and the use of another author's ideas or notions the citation should show this by, for instance, including the remark "cf." ("compare"). Also cited should be references to other parts of one's paper or to authors whose work was used but their opinion not directly mentioned. Direct quotes, i.e., the quoted text itself, should have quotation marks around it. In the bibliography no additional remarks such as "cf." should be used. If the cited explanations exceed one page in the original source, this is to be denoted with the abbreviation "sq." behind the first page number. Citing explanations which extend to several pages in the original source and the corresponding abbreviation "sqq." should be avoided.

For example:

The management of customer orientation should be done systematically (cf. Helfert 1998, p. 6 sq.).

For example:

A satisfied customer is highly likely to choose the same vendor again (cf. Fornell 1992, p. 8; Herrmann 1995, p. 238).

For example:

"A metric level of measurement is necessary for dependent as well as for the independent variables" (Berekoven/Eckert/Ellenrieder 1996, p. 213 sq.).

This technique should be used if there are up to three authors, if there are more than three authors, only the first should be mentioned and the remark "et al." should be used (e.g., Burr/Musil/Stephan/Werkmeister 2005 becomes Burr et al. 2005). Omissions in direct quotes should be noted using an ellipsis (...).

When referencing from secondary source texts one is citing an author without being informed of the exact wording in the primary source text! Citation of quotes or notions from an author

obtained from a secondary source is only permitted when the primary source text is unobtainable. For “generally available academic literature” citations from secondary sources cannot be accepted. If the direct comparison of a citation from a secondary source to the original text is not possible, this should be noted using the remark “quoted by” or “cited in” (then enter the source, from which the citation originates).

For example:

Citation reference for the primary source text, quoted in: citation reference for the secondary source text.

Graphical representations:

For figures and tables that have been altered you should indicate this using the remark “based on”. For photocopied, scanned, or drawn pictures that are true to the original this remark isn’t necessary. Own figures do not need to be denoted in such a way.

Example for altered Figures:

Figure 12: Components of Innovation Oriented Business Strategies

Corresponding figure

Source: Based on Gerybadze 2004, p. 152.

Example for faithfully reproduced illustrations:

Figure 12: Integration of Corporate Strategy, Business Strategy, and Technology Strategy

Corresponding figure

Source: Gerybadze 2004, p. 110.

The source citation should not be included in the lists of figures and tables.

Interviews:

The source citation for interviews should be done in the same way as for any other source. If statements from interviews are used for case studies, a one-time reference is sufficient (e.g., “The following information is based on an interview with Mr/Ms Such-and-such on 01.01.2015”).

All interviews conducted in the scope of an empirical survey need to be documented in the appendix in the form of a report of results including position and contact details of the interview partner. The design of the interview protocols depends strongly on the type of the empirical analysis and the chosen evaluation methodology. Accordingly, it should be agreed upon individually with the supervisor.

Internet:

On the internet, resp. the World Wide Web, content is constantly being changed. This feature of electronic media provides contemporaneity and flexibility; on the other hand this exact feature impedes correct citing for academic purposes.

The use of an internet source is only justified if one can assume that

- this source will be available online for a substantial amount of time
- the relevant text isn’t available in a physical form (e.g., as a magazine article)

Generally source citations from the internet should be dealt with in the same way as physical sources. If it isn't possible to identify the author, the name of the company or the organization can be used.

For example:

"Volkswagen Group Research integrates these trends in revolutionary automobile concepts, focusing on powertrain, body, operation and safety. Future Research concentrates on the early recognition of new technology and new social trends and on technology road mapping." (Volkswagen AG, 2015)

Specification in bibliography:

Volkswagen AG (2015): Future and Mobility, in: http://www.volkswagenag.com/content/vwcorp/content/en/innovation/future_and_mobility.html (access: 18.08.2015).

"The aeroplane producer Boeing celebrates at their parent production site in Seattle the new version of their previous bestseller, the B 747" (Friese, 2011)

Specification in the bibliography:

Friese, U. (2011): New Jumbo-Jet is a great hope, in: <http://www.faz.net/aktuell/wirtschaft/unternehmen/boeing-neuer-jumbo-jet-ist-ein-hoffnungswert-1590562.html> (access: 14.02.2011).

Note: Articles that are available on online databases such as Business Source Premier (EBSCO-Host), should be cited in the bibliography as well as in quotes as if they were physical journals, i.e., you don't need to specify the URL.

10. Bibliography

The bibliography does not have a chapter number in the outline. It is located after the main part and before the appendix. The page numbering should be done consecutively using Roman numerals. The specifications in the bibliography have to be in line with the citations in the text. The bibliography contains solely and completely the sources cited in the text.

The bibliography should be alphabetically and chronologically listed according to the authors' names, i.e., for more than one piece of work from an author, citations should be ordered according to publication year, starting with the oldest piece of work. More than one publication of an author in one year is denoted by using letters after the year, starting with "a" (e.g., 2003a, 2003b). The order of a, b, c etc. should be done according to the order of the citations of the sources.

If an author has worked together with other authors to produce a piece of work, then this piece of work should be mentioned after the pieces of work that have been produced solely by the author. In doing so, first the pieces of work that have been produced with one co-author are to be listed in alphabetical and chronological order and then pieces of work with two co-authors or more.

In general the parts of a bibliography are listed in the following way:

- (1) Notation of the author(s)/publisher(s)/editor(s), with the initial(s) of the first name(s) (e.g., Heskett, J./Mueller, M.). The academic title (e.g., Poser, G. Prof. Dr.) should not be mentioned. Name affixes and titles should be included (e.g., Smith Jr., K. P./Miller II, L. or Ballestrem, W. Count of/Wolf of Amerongen, O.). Institutions which are the author or publisher should be written out completely (e.g.: Federal Office of Statistics). If no author is known, the abbreviation w. a. (without author) is to be used.
- (2) Year of publication. If the year is not known, use the abbreviation "n.d." (no date).

For example:

Stephan, M. (2002a): ...
Stephan, M. (2002b): ...
Stephan, M./Burr, W. (2004): ...
Stephan, M./Kessler, T. (2006): ...
Stephan, M. et al. (2005): ...

- (3) Title of the article, book etc. with complete subtitles.
For journals: Name, initial(s) of first name(s) (year): complete title, in: complete title of journal (year), volume, issue number, pages.

Example for citing journals:

Dutton, J./Dukerich, J./Harquail, C. (1994): Organizational Images and Member Identification, in: Administrative Science Quarterly (1994), Vol. 39, No. 2, pp. 239-263.

Stephan, M./Pffaffmann, E. (2005): Competence at Work – Empirical Evidence for Competence-based Diversification in the World Automotive Supplier Industry, in: Sanchez, R., Heene, A. (Eds.): A focused issue on understanding growth – Entrepreneurship, Innovation and Diversification – research in competence-based management, Vol. 3, Elsevier, Amsterdam, 2005, pp. 155-185.

For double issues both numbers should be mentioned (e.g., 40, 5/6). Only noting the months (July/August) or the seasons (Spring/Autumn) does not necessarily infer which issue it is. Therefore, one should check that the specification refers to the correct issue number (e.g., month August = issue number 8).

Books are cited as follows: name, initial(s) of first name(s) (year): complete title, Edition, Volume (if applicable), publication location, publication year. If the publication location is not disclosed, use the abbreviation "n. p." (no place given).

Example for citing books:

Burgelman, R. A./Christensen, C. M./Wheelwright, S. C. (2004): Strategic Management, 4th Edition, New York, 2004.

Meffert, H. (1986): Marketing – Basics of Marketing Policy, 7th Edition, Wiesbaden, 1986.

Literature from a compilation does not need to be listed separately in the bibliography providing it is not cited in its entirety.

Compilations should be listed as follows: name, initial(s) of first name(s) (year): complete title, in: name, initial(s) of first name(s) of the editor(s) (Ed. or Eds.): Title of the compilation, Edition, Volume (if applicable), publication location, publication year, pages.

Example for citing compilations:

Thuning, K./Knauth, P. (2001): A System to Direct Semi-autonomous Groups – Economic and Social Scientific Impact on Business Practices, in: Gemünden, H./Högl, M. (Eds.): Management of Teams – Theoretical Findings and Empirical Evidence, Wiesbaden, 2001, pp. 67-96.

Internet sources need to be looked at especially critically since everyone can publish their thoughts and beliefs on the internet. Generally, internet sources are allowed if they cannot be replaced by other citable sources. Apart from the name, the initial(s) of the first name(s) and the title of the document, the internet address (URL) and the date of access should be stated.

Example for citing internet sources:

Gaitanides, M. (2005): Chair of Business Sciences, specifically Organization Theory, in: <http://www.unibw-hamburg.de/gaitanides/mit/.html> (access: 29.09.2005).

KfW (n. d.): The Environmental Protection Principles of KfW, in: <http://www.kfw.de/DE/DieBank/UnsereGesc51/Umweltschutz/DieUmweltdokumentationderKfW/Leitdeu.pdf> (access: 20.09.2005).

Documents that are only available online require a more extensive source citation, since one can't assume that the source will remain available in the long-term, and one can expect that the document will possibly be changed or modified. The title has to include information to facilitate finding the piece of work via a search engine, in case the internet address (URL) changes. Internet sources without an author cannot be cited. Journals, books, dissertations, etc. shouldn't be listed separately.

Wikipedia, Microsoft Encarta, etc. are not citable sources for an academic piece of work!

11. Statutory Declaration

All pieces of work, with exception of theses and seminar papers should be concluded with a statutory declaration, the following wording can be used:

By signing this declaration I confirm that I have completed the present thesis/essay independently, without help from others and without using resources other than indicated and named. All phrases that are taken directly or indirectly from other sources (incl. electronic resources), quoted verbatim or paraphrased are indicated accordingly. I am aware that any violation of this declaration will result in the work being graded as "failed" (1 grade point according to § 16 (2) and 28 respectively of "Allgemeine Bestimmungen").

Place, date

An alternative German wording can be found here:

<https://www.uni-marburg.de/de/fb02/studium/pruefungsbuero/faqs>.

12. Additional literature

In addition to the formal guidelines summarized in this document, literature on the subject matter may be used to answer any additional questions with regards to the writing of academic work.

Specifically, the following publications can be used for academic work:

English:

Leeds Beckett University (2019): Quote, Unquote – A guide to Harvard referencing, in: https://libguides.leedsbeckett.ac.uk/ld.php?content_id=33712175 (access: 31.10.2021).

German:

Theisen, M. R. (2021): Wissenschaftliches Arbeiten – Erfolgreich bei Bachelor- und Masterarbeit, 18. Auflage, München, 2021.