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Chair of Business Administration
- International Management -
- BWL IX -

Recommendations and Formal Guidelines
for Production of Scientific Works

- As of January 27, 2023 -

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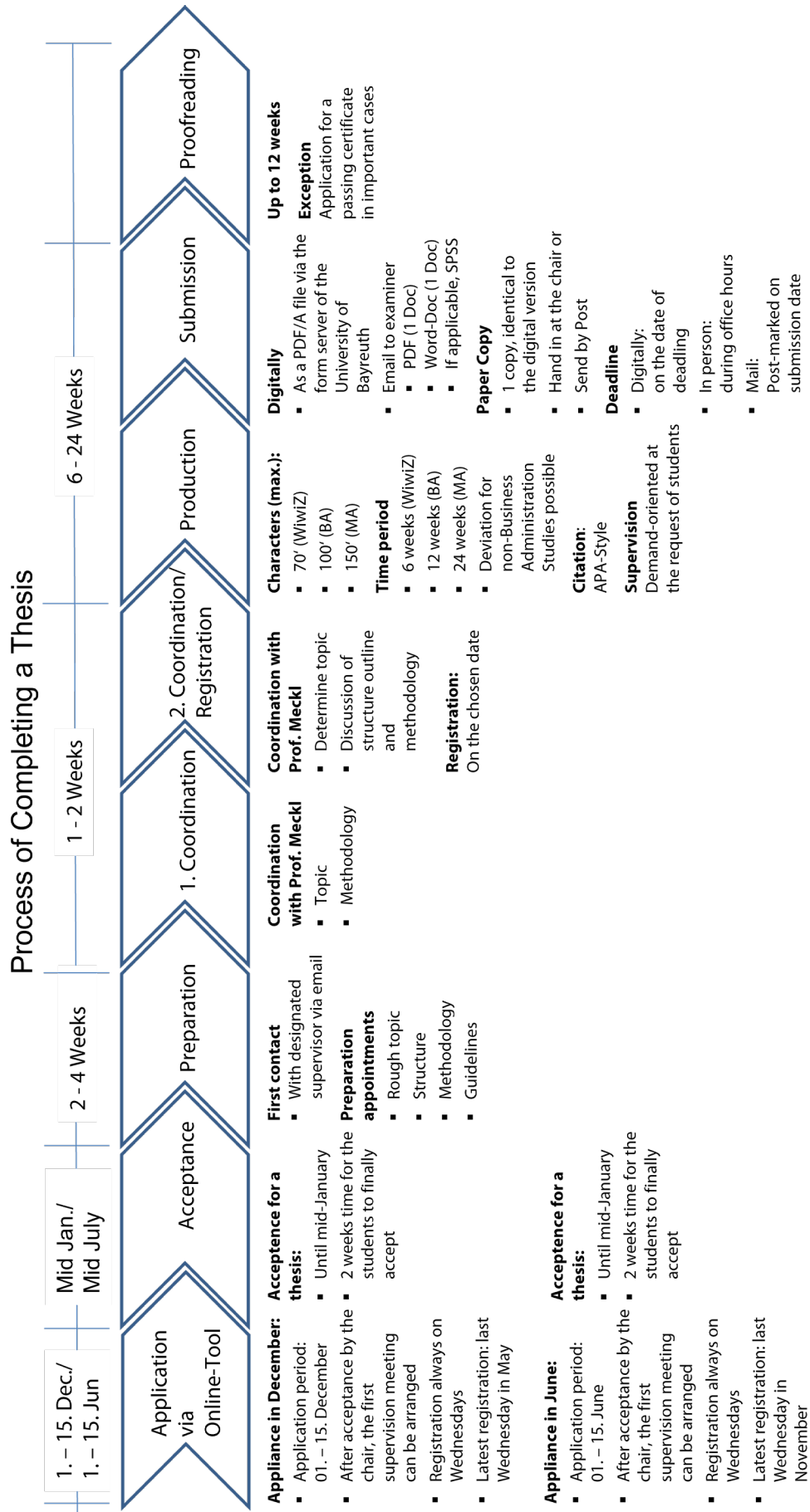
1 Fundamentals

1.1 Objective of a thesis

The objective of a thesis is to answer an economic research question using scientific methods learned throughout the course of one's studies. This written composition should include the processing of previously learned, scientific knowledge, an explanation of methodology and procedures and a presentation of the final results. The subject of investigation should be described in detail and the derived normative results are to be discussed according to scientific rules.

1.2 Process of completing a thesis for the chair of the Department of International Management

The following illustration shows the typical process for writing a thesis at the chair of the Department of International Management.



Application in December:

- Application period: 01. - 15. December
- After acceptance by the chair, the first supervision meeting can be arranged
- Registration always on Wednesdays
- Latest registration: last Wednesday in May

Application in June:

- Application period: 01. - 15. June
- After acceptance by the chair, the first supervision meeting can be arranged
- Registration always on Wednesdays
- Latest registration: last Wednesday in November

Acceptance for a thesis:

- Until mid-January
- 2 weeks time for the students to finally accept

Preparation appointments:

- Rough topic
- Structure
- Methodology
- Guidelines

Coordination with Prof. Meckl:

- Topic
- Methodology

Coordination with Prof. Meckl:

- Determine topic
- Discussion of structure outline and methodology

Characters (max.):

- 70' (WiWiZ)
- 100' (BA)
- 150' (MA)

Time period:

- 6 weeks (WiWiZ)
- 12 weeks (BA)
- 24 weeks (MA)

Digitally:

- As a PDF/A file via the form server of the University of Bayreuth
- Email to examiner
- PDF (1 Doc)
- Word-Doc (1 Doc)
- If applicable, SPSS

Up to 12 weeks Exception:

- Application for a passing certificate in important cases

Paper Copy:

- 1 copy, identical to the digital version
- Hand in at the chair or Send by Post

Citation:

APA-Style

Supervision:

Demand-oriented at the request of students

Deadline:

- Digitally: on the date of deadline
- In person: during office hours
- Mail: Post-marked on submission date

2 Application and preparation stage

2.1 Application process and requirements for a thesis

In order to write a thesis for the chair of the Department of International Management, you will have to fulfil the requirements outlined by the examination law relevant to your programme of study. To this end, please be aware of your respective examination regulations. Furthermore, the allocation of theses will take into consideration department-specific criteria such as programme of study, number of semesters and grades. The following overview shows the department-specific criteria that apply as a prerequisite for the supervision of a thesis at our department.

Planned degree	Department-specific criteria
Bachelor (all study programmes)	The exam "Fundamentals of International Management" must have been passed at the time of application (make-up exams will be taken into account).
Master (all study programmes)	We strongly recommend attending at least one of the courses "International Corporate Management" or "Intercultural Management" or "International Mergers & Acquisitions" before registering for the Master's thesis.
Supplementary programme in law: Business and Economics	Exam "Fundamentals of International Management" must have been passed at the time of application.

2.2 Online application

The allocation of theses within the Department of International Management will be carried out using an online application process and takes place twice a year. The link to the application tool as well as further information can be found on the chair homepage under theses.

An application is only valid for one award period. However, you can reapply for a later period. The chair-specific requirements must be met at the time of application.

Please make sure to keep your transcript of records ready for uploading. A cover letter is not required. If there are any individual peculiarities in your application process (e.g. missing documents, internships not yet completed), please use the comment field at the end of the online tool.

Please note the following application periods. The online application is only possible during the respective application period.

Application period	Confirmation	Registration period for thesis
December 1 st - December 15 th	Until mid-January at the latest	<ul style="list-style-type: none"> ▪ The first supervision appointment can be arranged as soon as the chair has accepted the application ▪ Registrations are always possible on Wednesdays ▪ Latest registration: Last Wednesday in May
June 1 st - June 15 th	Until mid-July at the latest	<ul style="list-style-type: none"> ▪ The first supervision appointment can be arranged as soon as the chair has accepted the application ▪ Registrations are always possible on Wednesdays ▪ Latest registration: Last Wednesday in November

2.3 Information regarding the selection of topics and advisors

In the course of your online application, you will be asked to select your preferred supervisor for your thesis. Within this process, it is highly recommended to select your supervisor based on his/her main research topics. You will find all the current information regarding the supervisors' research topics on our website under "Team". Please be aware of the fact that the chair cannot guarantee the assignment of your preferred supervisor.

As stated in the online-tool, the selection of topics is non-binding. The individual topic of your thesis will be determined in collaboration with your supervisor. Selecting potential avenues for research topics early on in the process will allow you as well as your supervisor to build on a rough orientation throughout the preparation appointments. Nevertheless, the process of finding a topic for your thesis requires certain proactivity from your side.

2.4 Practice-oriented theses

Practice-oriented theses or theses in collaboration with a company are generally possible. However, it is advisable to discuss this at an early stage during the preparation appointments and to draw up a concrete schedule in coordination with the external partner and the chair.

2.5 First contact with the chair

Should you obtain a confirmation for your thesis, please contact your supervisor six weeks before your chosen registration date, preferably via email. Contact information for the assistant to the chair can be found on the website of the Chair of the Department of International Management. Please prepare two or

three of your own topic suggestions for the preparation appointment. The chair will not issue a separate invitation to your individual appointment, which must always be agreed upon with your supervisor.

In case you are unable to meet the latest possible registration deadline for the semester in question, your spot will be forfeited and cannot be transferred to the next semester. However, you retain the option to reapply during the application periods of the following semesters.

2.6 Back-up list

We cannot guarantee a place for a thesis to students who have been given a place on the back-up list. The place can only be given if another place promised by the chair is cancelled. If we have a free place for the supervision of a thesis, we will contact you immediately. Please note that this may exceed the period of re-registration for the promised places.

2.7 Preparation appointment

During these appointments, you should work closely with your supervisor to establish a topical area and a preliminary research question. Students are welcome to make suggestions regarding the topic. There will not be a set number of meetings, as the necessary preparation will vary individually for each student.

At the end of this stage students should arrange a meeting with Professor Meckl.

2.8 Coordination meetings

The first coordination meeting with Professor Meckl should be scheduled no later than two weeks prior to your chosen registration date. During this meeting, students will discuss their selected topic and research question with Professor Meckl, as well as the intended procedure and scientific methodology. At this point, ideally you have already prepared a draft for a possible rough outline and therefore you possess knowledge of the literature and data collection options for your topic.

The second coordination meeting will correspond to your selected registration date. The final topic will be determined during this meeting followed by the registration of your thesis, which is legally binding through examination law. This will mark the beginning of the time period allotted for production of your thesis. At the latest on this second voting date, please bring a refined outline proposal, which should at least go up to the third outline level. An exposé is not required for the registration of the thesis.

Both of these meetings will take place between you, Professor Meckl and your assistant supervisor.

3 Production stage

3.1 Duration

The time period allotted for the production of your thesis has been determined by examination law and begins on the day of your registration. This registration will usually be done at the second coordination meeting with Professor Meckl. Topic, day of registration and the calculated submission date will be registered in CAMPUSonline / cmlife. The amount of time given to produce your thesis will be determined by the examination regulation that applies to you; the production time period is typically as follows:

Type of Thesis	Production Time (max.)
Master's thesis	24 weeks
Bachelor's thesis	12 weeks
Final thesis for law students	6 weeks

3.2 Length of thesis

The length of your thesis will be measured in characters. This will include all characters in the main body of your text including spaces. Excluded from the character count will be the title page, indexes preceding or following the main body of text and any possible appendices. The length of your thesis depends on the type of thesis being written and can be found in the following table. You are permitted to be 10 % above or below the required number of characters.

Type of Thesis	Number of characters (max.)
Master's thesis	150.000 characters
Bachelor's thesis	100.000 characters
Final thesis for law students	70.000 characters

3.3 Structure and organization of thesis

3.3.1 Format specifications

Flawless formatting is important to an exact scientific work and will help to assure the legibility of your results. Adhering to the formal formatting requirements will be a fundamental element of your thesis. Any clear failure to comply with these requirements will negatively affect your final grade. All work written for the Chair of the Department of International Management is to be typed electronically.

The following format specifications are to be observed for the production of scientific works:

Font	Times New Roman or Arial
Font Size	12 pt (Text Times New Roman) or 11 pt (Text Arial)
Spacing	1,5 spacing in text
Paragraph Spacing	before: 6 pt; after: 0 pt
Alignment	Justified with word separation by syllable
Margins	left 3 cm, right 2 cm, top and bottom 2 cm
Page Number	main text body Arabic; in header, top right

Pages should also be printed one-sided. Italics may be used to emphasize certain words, however any emphasis should be achieved primarily through word choice and sentence structure. In the event that these lead to a complicated formulation that is difficult to understand, italics should be used.

3.3.2 Spelling and Language

Spelling should follow the spelling rules. Spelling and grammar should also adhere to specifications outlined in the most up to date issue of the Oxford English Dictionary or of the Merriam Webster's English Dictionary. It is preferable that you construct sentences clearly.

The language must meet scientific requirements. This means, for example, that you should avoid writing in first person or using a journalistic style in which key words or undifferentiated exaggeration/over-simplification is used.

Please avoid using extensive abbreviations. Only commonly used abbreviations included in the Oxford English Dictionary or in the Merriam Webster's English Dictionary will be recognized, for example: "etc., cf., e.g.". Abbreviations that are used colloquially and are included as keywords in those dictionaries may be used without further explanation. When using abbreviations of foreign languages that are listed in in those dictionaries, it will often make sense to include further clarification.

Abbreviations of convenience, such as "int. corp.," are not permitted. Commonly used field-specific abbreviations may be used, given they are of a factual nature. All abbreviations used must also be listed in an alphabetised table of abbreviations. The first time an abbreviation appears in your thesis, it must be introduced. This means the phrase that is to be abbreviated should be fully written out upon first use, then followed by the corresponding abbreviation in parentheses. After this, only the abbreviation is to be used;

please avoid alternating between the abbreviation and the fully written out version of a phrase. A sentence should not, however, begin with an abbreviation. If an abbreviation appears in various tables or other figures, it is to be defined each time. Regarding the use of periods, it is to be noted that abbreviations are not followed by a period when they are spoken as stand-alone words (IQ, EEG). If an abbreviation is spoken out in full (etc.), however, a period is required. If you have any further questions, please consult the Oxford English Dictionary or of the Merriam Webster's English Dictionary for guidelines.

Furthermore, your thesis should be uniform in regard to its use of symbols (e.g. mathematical symbols). If symbols from external sources are used, they should be adjusted to fit those used in the rest of your thesis. One exception to this is word-for-word quotations.

3.3.3 Structure of the thesis

3.3.3.1 Components of the thesis

A scientific work is ultimately made up of the elements listed below. A title page, table of contents, main text body, bibliography and sworn statement at the end are all obligatory. Further indexes are to be added as needed, and each index requires its own page. An appendix may be included only if it has been agreed upon by your supervisor.

A scientific work typically consists of the following elements (in this order):

- Title page
- Table of contents
- Index of abbreviations
- Index of figures
- Index of tables and charts
- Main text body
- Bibliography
- Appendix (if applicable)
- Sworn statements (not to be indicated in the table of contents)

Please note that all pages are numbered except for the title page and the sworn statements. For the table of contents, index of abbreviations, index of figures and index of tables and charts Roman numerals should be used consecutively. In the main text body, in the following bibliography and in the appendix (if applicable), the pages are numbered with consecutive Arabic numerals.

3.3.3.2 Title Page

The title page should include the name of the university, the department, the chair and the type of thesis. Furthermore, the topic of the thesis should be clearly displayed along with the author's personal information. The following formatting is recommended for a clear and comprehensive overview of all necessary information:

<p>University of Bayreuth Faculty of Law, Business & Economics Chair of Business Administration IX – International Management – Univ.-Prof. Dr. Reinhard Meckl</p>	
<p>Bachelor Thesis to obtain the academic degree Bachelor of Science</p>	
<hr/>	
<p>Knowledge Management in international companies</p>	
<hr/>	
Submitted by:	Date of issue: XX.XX.20XX
Max Mustermann	Date of submission: XX.XX.20XX
Richard-Wagner-Straße 123	Supervisor: Maxi Musterfrau
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Business Administration, 6th semester	
Matriculation number 123456	

3.3.3.3 Appendices

The organization should follow a decadic system of classification that numbers and structures each item using exclusively Arabic numerals. Provided a heading is followed by a subheading, all text should be written solely in the subheading. Text being written between a heading and subheading will result in a so-called dangling paragraph, which is undesirable.

The following example demonstrates the correct approach to a decadic system of classification as well as how to avoid dangling paragraphs:

CORRECT	WRONG
1 Chapter 1.1 Sub-chapter of the first order 1.1.1 Sub-chapter of the second order [text] 1.1.2 Sub-chapter of the second order [text] 1.2 Sub-chapter of the first order [text] 2 Chapter 3 ...	 1 Chapter 1.1 Sub-chapter of the first order 1.1.1 Sub-chapter of the second order [text] 1.1.1 Sub-chapter of the second order [text]

Further indexes, such as the index of abbreviations, index of figures and index of tables, are to be added as needed. Each new index is required to be on its own, separate page.

3.3.3.4 Main text body

3.3.3.4.1 Structure and content

Introduction

The introduction should state the goal of your thesis in the context of the topic and the question that is to be answered. Furthermore, the question should be formed with relevancy to the field and scientific integration in mind. Finally, the procedure to be used in the work should be briefly outlined.

Main text body

A scientific work for the Chair of the Department of International Management follows, for example, the analysis-synthesis-scheme. This consists of two or more theoretical base parts, which are then combined in a synthesis section. In the analysis sections, a structured and well-founded review of the existing

scientific material is made. In this context, particular attention must be paid to the theoretical and/or empirical foundation of the subject.

The main focus of the synthesis chapter is the scientific knowledge gained by combining the two preceding topic complexes. In addition to the exclusive reproduction of existing knowledge, a systematic and critical analysis is to be carried out from an economic point of view. The conclusion of the synthesis section can provide recommendations for transferring the findings of the work into practice.

In addition to the analysis-synthesis-scheme, other layout schemes, such as process-related or chronological schemes, can also be used according to topical requirements.

Empirical work is followed by an empirical part. First, the methodology, the study design and the data collection are described. This is followed by the descriptive and possibly the closing statistical evaluation. As a conclusion of the main text body of an empirical work, a proposal for the transfer of the results into practice follows.

Conclusion

The concluding section of the work will explain the original problem. After a brief explanation of the procedure once again, the most significant results of the work should be concisely and briefly summarized. A critical analysis of the state of research, its methodology and the acquired knowledge may lead to the derivation of further future research needs.

3.3.3.4.2 Working with sources

The quality of the literature review will be judged primarily by whether or not the sources listed and evaluated are relevant in addressing the overall question of the thesis. The selected sources should meet the requirements for a scientific work (this means, for example, that citing Wikipedia should be avoided). Lecture notes, term papers and unpublished theses are not considered worthy of citation. Sources must be cited in the original. Secondary sources are only permitted in exceptional cases. Any idea that is not yours must be given proper citation and it should subsequently be examined whether or not this citation paints an incorrect picture when taken out of this context. Immaculate citation is one of the hallmarks of academic honesty. When in doubt, it is better to cite too much rather than too little.

3.3.3.4.3 Citation of external ideas

Citation format

A consistent and structured citation of sources used should follow a uniform citation style. When writing for the Chair of the Department of International Management, please refer to the most recent edition (currently the 7th edition) of the APA ("American Psychological Association") Style Guide or the (currently

the 5th edition) of the “Deutsche Gesellschaft für Psychologie” (DGP). The rules of APA and DGP are internationally widespread in the fields of business and economics as well as social sciences. These rules are also supported by well-known literature management programmes, the use of which the chair expressly endorses. It is also recommended that you pay special attention to regular offers from the university library regarding the campus-wide literature management programme “Citavi.”

Both citation styles are well-documented and are continuously being further developed. The DGP adapted the citation style of the APA to the German language area and slightly modified it. You can use the APA citation style in the English original, as well as the German adaptation of the DGP. The following sources offer the best in-depth information:

- American Psychological Association. (2020). *Publication manual of the American Psychological Association* (7th ed.). American Psychological Association.
- Deutsche Gesellschaft für Psychologie. (2019). *Richtlinien zur Manuskriptgestaltung* (5. Auflage). Hogrefe.

The essential DGP citation rules are briefly outlined below. For English version, please refer to the APA (6th ed.).

General information about citation format in text

An accurate and structured citation of sources used is both a basic requirement and an indispensable component of academic writing. All ideas which are not originally yours must be attributed to their respective author. The first step of this attribution is an in-text citation following the thought in question. The second step is citation in the attached bibliography. You will be expected to work with mostly primary sources and to work comprehensively and conclusively. The chair uses a software to check for plagiarism. If any plagiarism is found, it will lead to the consequences outlined in the examination regulations.

In business and economics, an in-text citation format is common. This citation format is also to be used when writing for the Chair of the Department of International Management. Consistent and structured citation is indispensable. Each source used in your thesis (for example: monograph, article from an edited volume, journal article or electronic source) is to be validated through use of a source reference. The full source information will be given in the bibliography.

We would like to point out in particular that the use of footnotes (either as a source reference or a further note) is neither required nor desired. Instead, all citations will be integrated into the continuous body of

text. The name of the author and publication date should be listed after the statement in question and separated by a comma. The citation should always be written *before* any punctuation mark. Example:

International management research is particularly concerned with the handling of international business activities and international management (Meckl, 2010, p. 33).

If the name of the author is a component of the text, the publication date should follow directly in parentheses. In this case, the page number should appear at the end of the citation in parentheses. Example:

Traxel (1974) describes the psychology of today as an empirical science (p. 15).

Generally speaking, citations should attribute the page on which the information from the original source was found. Exception: if sources are only listed to show an author's general involvement with the subject, the page number may be omitted from short citations. Example:

... already Bartlett (1932) dealt with this phenomenon ...

If a source written by two authors is being cited, both names should always be given. When inside parentheses, accompanying tables or in the list of references, the "&" symbol is used between the authors' names. In an in-text citation, however, the names should be separated by the word "and" Example:

... as Müller and Schumann (1893) showed ...

... further investigations (Müller & Schumann, 1893) ...

If there are more than two authors but less than six, all authors should be listed in the first short reference. All names should be separated by commas except the last and second to last names, which should be separated by the word "and" instead of a comma. Following the initial citation, the source should be referred to using the first author's name followed by the expression *et al.* Example:

As first citation in the text: Baschek, Bredenkamp, Oehrlé and Wippich (1977)

Subsequent citations: Baschek et al. (1977)

If a source has six or more authors, only the name of the first author followed by *et al.* should be given, even if it is the first citation. In the bibliography, the first six authors are to be listed followed by *et al.* for further authors.

If multiple sources result in the same citation due to the *et al.* abbreviation, you are to list as many authors as necessary to create a distinction between the sources (*et al.* will subsequently follow).

Generally speaking, the names of corporate authors (such as institutions or administrative bodies) should be fully written out in each short reference. An alternative possibility would be to write out the name when

it first appears and to include an abbreviation. Any time after that, only the abbreviation will be applied.

Example:

As first citation in the text: (Deutsches Jugendinstitut [DJI], 1984)

Subsequent citations: (DJI, 1984)

List of references: Deutsches Jugendinstitut. (1984).

Should a source not indicate an author, the first two or three words under which the source is listed in the list of references are to be cited (this will apply generally as the title).

Regarding authors with the same surname, the first letters (initials) of the first name (each followed by a period) should precede the surname in every citation throughout the text, even if the sources in question have different publication dates. Example:

R. J. Sternberg (1985), S. Sternberg (1969)

Should two or more works appear within the parentheses, they should be listed in the order in which they appear in the bibliography. In the case of two different works by the same author, the publications should be listed according to publication year but the author's name should only appear once. If a work has been accepted for publication but has not yet been published (=work in print), the expression *in press* should appear. The latter is placed at the end of the citation. Example:

(Reips, 2000, 2003, in press)

For publications by one or more authors from the same publication date, an addition of *a*, *b*, *c*, etc. will directly follow the year. The publication date should be given each time. The order in which these sources are listed should be the same as in the bibliography (within the same publication year, sources are sorted alphabetically by title). Example:

(Baumann & Kuhl, 2003a, 2003b)

Two or more works of multiple, different authors should be organized alphabetically according to the surname of the first author and *not* according to the publication date. The details of the works are separated by semicolons. Example:

(Bredenkamp, 1972, 1980; Erdfelder, 2004; Erdfelder & Bredenkamp, 1994; Tack, 2005)

Many electronic sources do not provide page numbers. If paragraph numbers are visible, use them in place of page numbers. Use the abbreviation *para*. If there appears to be neither a paragraph nor a page number, the next visible heading and paragraph number should be listed. Example:

(Beutler, 2000, Discussion section, para. 1)

Fundamentally speaking, all documents and citations used must be verifiable and easily traceable for the reader. The reader should also be able to clearly identify which thoughts were obtained from an outside source. Both indirect and direct quotations must be clearly recognizable.

Indirect quota

Generally speaking, it is best to capture an author's meaning without quoting them word-for-word. The independent reformulation of external thoughts (indirect quotation) is also identified by the use of parentheses, but should not be put into quotation marks. The use of "see", "cf." is not necessary for such quotations. Example:

International management research is particularly concerned with the handling of international business activities and international management (Meckl, 2010, p. 33).

Exact page numbers are to be given for indirect quotations. Here are examples for quotes in the original:

- on one and the following page: Meckl (2010, pp. 33–34)
- on one and the following two pages: Meckl (2010, pp. 33–35)
- on more than two pages: Meckl (2010, pp. 33–40)
- on two non-consecutive pages: Meckl (2010, pp. 33, 39)

The page number in the short quotation can be omitted if a source is listed merely to refer to the author's complete work or to show that the author has already dealt with the topic. These are *global statements*.

Example:

Lucks & Meckl (2015) on the other hand, they deal with international mergers & acquisitions from a process-oriented perspective.

Direct quotation

When taking over content word-for-word (direct quotation), it is to be rendered verbatim and put into quotation marks. The corresponding source should follow the text in parentheses. Exact quotes always require page number information. Example:

"It is often assumed that M&A transactions destroy rather than create value. This study employs meta-analytical techniques to evaluate the outcomes of M&A transactions empirically" (Meckl & Röhrle, 2016, p. 386).

The spelling, wording and punctuation of an exact quote must perfectly match the original, even if it is incorrect. Emphases from the original source are to be included as well. The only acceptable alteration is

to change the first letter to upper or lowercase or to modify the final punctuation of the quote in order match the syntax of the sentence in question. All other changes must be marked in the following manner:

- Omissions are to be indicated using suspension points (“...”)
- Insertions are to be indicated using bracketed additions (for example supplementation, explanation or clarifications). Example:
[the author] or “They [the experts] have... “
- Own expressions are to be put into italics and the expression “emphasis by the author” is to be added in brackets directly thereafter. Example: ...a special [emphasis by the author] meaning...

Stringing together multiple exact quotations is to be avoided. English-language quotations may be taken in English, but quotations from any other language must be translated. In most cases, exact quotations should not exceed more than two or three sentences. If this is necessary, however, place exact quotations with more than 40 words into a freestanding block. The text should be indented and the quotation marks omitted. Only in the case of such block quotations is the short reference placed *after* the punctuation mark; otherwise it is always placed *before*. Example:

Meckl & Röhrle (2016) find the ensuing:

It is often assumed that M&A transactions destroy rather than create value. This study employs meta-analytical techniques to evaluate the outcomes of M&A transactions empirically. In total, 55,399 transactions between 1950 and 2010 extracted from 33 previous M&A studies have been examined. The results confirm that M&A transactions predominantly do not have a positive impact on the success of a company. A moderator analysis indicates that the type of M&A (domestic vs. cross-border transactions) influences the performance. (p. 386)

Secondary quotations

If a secondary quotation is used, references must be made to both sources. The text should cite the unavailable original work, followed in parentheses by the note *as cited in* and the information for the source used for citation. Example:

Acree (1978, as cited in Gigerenzer, 1987, p. 19)

(Acree, 1978; as cited in Gigerenzer, 1987, p. 19)

Only the source actually used (Gigerenzer, 1987) should appear in the bibliography, not the aforementioned original work (Acree, 1978). The citing of secondary sources should be an exception and is only to be used if the original source is not accessible despite intensive research.

Tables and figures

Figures and tables are to be consecutively numbered and given a description. All titles should be short, but informative. If abbreviations are used in the description, they must be explained in the comments for the table. Abbreviations should be placed in parentheses and fully written out beforehand. Abbreviations of technical terms or group names must be written out and explained when used in table names or within a table. Scanned images should always be avoided. Should this be impossible in an individual case, please pay attention to the legibility of the printed version.

The source is to be provided underneath, starting with "Source...". A distinction should subsequently be made as to whether the source has been created by you, modified or used without any modification. If the figure or table has not been created entirely by you, the corresponding source should be specified in APA style.

If the figure was created by you and the content has not been taken from an outside source, "own representation" should be given as the source.

Figure 1: Typology of International Enterprises

Source: own representation

If the figure was produced by you, but the contents were taken from an outside source 1:1, the name of the author followed by the publication date and corresponding page number of the quoted source (both in parentheses) should be included.

Figure 2: Typology of International Enterprises

Source: Bartlett und Ghoshal (1990, S. 32)

If the figure is largely from an outside source but parts of the content have been modified, the source is to be labelled as "based on...".

Figure 3: Typology of International Enterprises

Source: own representation based on Bartlett and Ghoshal (1990, p. 32)

If the figure was taken from an internet source, the source reference will again be a short quote with the author and year of publication. The complete URL including the access date is only listed in the bibliography.

Figure 4: Knecht – Unternehmensgruppe

Source: Knecht (2018)

The rules for tables are the same.

Table 1: Centralized vs. De-centralized luK-System

Source: Macharzina (1999, p. 668)

3.3.3.5 Appendix

Generally speaking, appendices to your work should be avoided. You should not outsource important content to an appendix to save space and an appendix is only to be added after consultation with your supervisor. An appendix should not introduce new findings; it should only provide further evidence to support existing information. Typical examples of elements found in an appendix are:

- A print-out of a complete email conversation (e.g. answers to questions posed to experts via email, cover letters from sending online questionnaires)
- A print-out of questionnaires used
- Transcripts from interviews with experts
- Raw data from empirical evaluations

The individual parts of the appendix are to be numbered and given a title, e.g. "Appendix 1: Projected Development of Age Distribution in Germany from 2010 to 2050." Each appendix must be relevant to the text or the topic and should be indicated by a reference (for example, see "Appendix 1"). If the contents are taken from an outside source, these must be properly cited and the corresponding sources included in the bibliography.

3.3.3.6 List of references

The bibliography should include all the literature actually cited for the complete thesis, whereas the list of references should include only the sources quoted within your work without listing any additional sources, for example those that were referenced for research during the preparation stage of your thesis writing. Therefore, a careful examination is required to ensure that sources referenced in the text appear in the bibliography.

The information given in the list of references must be correct and complete. The following abbreviations are permitted in the list of references:

chap.	Chapter	No	Number
ed.	Edition	p. (pp.)	Page (pages)
rev. ed.	Revised edition	Suppl.	Supplement
2 nd ed.	Second edition	Vol.	Volume

When entering dates for English sources (for example: access data for electronic sources or publication dates for journal articles), please be aware that they are to be listed in the order of “Month day” (October 29) as opposed to the German variation “Day. Month” (16. Mai). Furthermore, only Arabic numerals are to be used in the bibliography, roman numerals should be transcribed. Roman numerals should be kept only if they are part of a title.

The sources in the bibliography are to be listed in alphabetical order according to the surnames of the first authors as well as chronologically according to publication date. Umlauts (ä, ö, ü, äü) are to be treated as non-umlaut vowels (a, o, u, au). If an article or preposition is part of a surname (e.g. de-Vries), these are to be taken into account regarding sorting. If the prefix is not considered part of the surname, it should not be taken into account when sorting. Instead, it should be treated as a first name (Example: H. L. F. von Helmholtz is entered as Helmholtz, H. L. F. von). Should multiple authors have the same surname, they should be sorted by the first initial of their first names. Works by the same author but with different co-authors are sorted alphabetically according to the surnames of the additional authors.

If there are multiple sources by the same author, they are to be sorted by publication date. If two sources by the same author were published in the same year, this is to be indicated by a lowercase letter following the year. In this case, the order is based on the alphabetical sorting of the title. Regarding works that have been accepted for publication but have not yet appeared, the term “in press” is to be used in place of the publication date. If more than one work like this by the same author or group of authors has been used, they are to appear at the end of the list. Corporate authors (such as offices and institutions) are to be fully written out, not abbreviated, and sorted according to the first word. Higher institutions are to be divided into subdivisions (e.g. the University of Vienna, Institute for Psychology). If there is no author for a source, the title takes its place. An alphabetical sorting according to the first word of the title follows, whereby (un) specific articles are taken into account. If a source is not dated, write “n.d.” in parentheses. Unpublished conference contributions are to be listed according to publication date with the month given in parentheses and separated by a comma.

The title is to be fully written out as it originally appears. Multi-part articles are always designated by Arabic numerals unless a roman numeral is part of the title. For non-German publications, only the first letter is generally capitalized. An exception thereto would be proper nouns or the first letter following a period or colon.

Please be sure to designate a new page for the list of references as required by formal formatting. There should be a two-line gap between all sources as well as between all individual contributions. The first line of each entry should be left-justified with the following lines indented five to seven spaces (or via the tabulator [tab] key); this can be implemented in the word processing programme using the "hanging indentation" function. Each component within a literature entry should end with a period and a subsequent space. One exception is the indication of a URL at the end of an entry. Following are examples for the most common types of entries in a list of references:

Journals

The general citation format for periodical journals is as follows:

Author, A.A., Author, B.B. & Author, C.C. (2000). Title of article. *Title of journal*, xx, xxx–xxx.

The name of the journal is to be written out in full (exception: "The" as the beginning of a name is not cited). For journals or magazines that do not indicate a volume number, the month, season or another specification must be given in parentheses after the year. The name of the journal and volume number should be in italics. Each magazine has a volume number and a copy number. However, in the DGP-citation method, only the italicized band number is included as a number (without any other designation) in the bibliography. Only in the rare case that a magazine has a pagination by issues (i.e. each issue begins with page number 1), the issue number (in parentheses, separated by a space and not italicized) is additionally quoted after the volume specification. The volume specification still remains in italics.

Separated by a comma, a complete page specification should follow. The abbreviation "p." for page is not to be used either (exception: newspapers). The following examples illustrate the rules outline above:

- Journal article:
Galotti, K., Komatsu, L. & Voelz, S. (1997). Children's differential performance on deductive and inductive syllogisms. *Developmental Psychology*, 33, 70–78.
- Journal article with pagination by issues (unusual):
Giesecke, H. (1985). Wozu noch Jugendarbeit? *Die Jugend*, 27 (3), 1.
- Journal article in press:
Zuckermann, M. & Kieffer, S.C. (in press). Race differences in faceism: Does facial prominence imply dominance? *Journal of Personality and Social Psychology*.

- Article in a magazine:
Posner, M.I. (1993, October 29). Seeing the mind. *Science*, 262, 673–674.
- Article in a newspaper:
Zimmer, D. E. (1986, 16. Mai). Wörterbuchtest. *Die Zeit*, pp. 47–48.

Numerous magazines and books have a doi-name (digital object identifier) with which the text is linked and which can be localized on the internet in the long term. This doi-name can **optionally** be added at the end of the source reference (without "available under"). Example:

Cicirelli, V.G. (1990). Relationship of personal-social variables to belief in paternalism in parent caregiving situations. *Psychology and Aging*, 5, 458–466. <http://dx.doi.org/10.1037/0882-7974.5.3.458>

Important note: Please note the differences between the APA and DGP citation methods. For example, in the DGP citation there are *no commas* before the "&". In addition, in the APA citation method, the issue number is indicated if available. The issue number follows immediately after the volume, it is placed in parentheses, but not in italics. The following example shows the APA citation method:

Harlow, H. F., & Harribert, G.-F. (1983). Fundamentals for preparing psychology journal articles. *Journal of Comparative Psychology*, 55(2), 893–896.

Books

The general citation format for non-periodic works is as follows:

Author, A. A. (2000). *Title of work*. Publisher.

The title of the book should be fully written out, including any possible subtitles. Titles of English-language books are to be written in lower-case with the exception of the first word of a title, a word following a period or colon and pronouns. Significant additional information (such as volume number or edition) are to be added in parentheses. After the title and any additional information there should be a period followed by publication information. With regard to the publisher, the terms company and publishing house are to be omitted, unless they are parts of the name. If the author or editor also functions as the publisher (partly in the case of institutions), the word "author" or "editor" is used. A period is inserted at the end. The following examples illustrate the rules outlined above:

- Book by a single author:
Szagun, G. (1980). *Sprachentwicklung beim Kind*. Urban & Schwarzenberg.

- Book with edition specification:
Schenk-Danzinger, L. (1977). *Entwicklungspsychologie* (11., newly edited Vol.). Österreichischer Bundesverlag.
- Book without author, organization as author:
American Psychiatric Association. (1994). *Diagnostic and statistical manual of mental disorders* (4th ed.). Author.
- Book without author or editor:
Merriam-Webster's collegiate dictionary (10th ed.). (1993). Merriam-Webster.

Contributions from books

The general citation format for parts of non-periodic works (e.g. book chapter) is as follows:

Author, A. A. & Author, B. B. (2000). Title of chapter. In A. Editor, B. Editor & C. Editor (Eds.), *Title of book* (pp. xx–xx). Publisher.

Please note that the title of the chapter or contribution is not written in italics. The names of the editors following the indication "In" follow the chapter title. The initials of the first name are preceded by the surname. The indication "Ed." or "Eds." is subsequently set in brackets. This is followed by a comma and the book title in italics. If a book does not indicate an editor, the title of the book will directly follow the word "In". Without a preceding period, the page numbers relevant to the contribution are given in parentheses and indicated with p. or pp. Additional information of relevance (for example edition or volume number) should be given in parentheses and inserted after the title and before the page number information. After a period, the publication information should follow (see *Books*). Examples:

- Contribution in an editorial:
Döbert, R. & Nunner-Winkler, G. (1984). Abwehr- und Bewältigungsprozesse in normalen und kritischen Lebenssituationen. In E. Olbrich & E. Todt (Eds.), *Probleme des Jugendalters. Neuere Sichtweisen* (pp. 259–295). Springer.
- Contribution in a published series:
Jäger, R. S. (1982). Diagnostische Urteilsbildung. In K.J. Groffmann & L. Michel (Eds.), *Grundlagen psychologischer Diagnostik* (Enzyklopädie der Psychologie, Serie Psychologische Diagnostik, Vol. 1, pp. 295–375). Hogrefe.

Research reports

The general citation format for research reports is as follows:

Author(s). (Year). *Title* (Series title –number). Publisher.

In this case, an institution typically functions as the publisher and is to be entered as such. If available, the higher ranked is to be listed first. If the name of the city is already part of the name of the institution (e.g. university), it does not need to be listed again when designating the publisher. Example:

Kubinger, K. D. (1981). *An elaborated algorithm for discriminating subject groups by qualitative data* (Research Bulletin No. 23). University Vienna, Institute for Psychology.

Conference contributions

Conference contributions that appear in a published congress report or abstract volume should take the following form (in the case of an abstract, this information is to be given after the title in brackets instead of parentheses):

Schuchardt, K., Kunze, J., Grube, D., Mähler, C. & Hasselhorn, M. (2004). Arbeitsgedächtnisauffälligkeiten bei Kindern mit schwachen Rechtschreibleistungen und/oder schwachen Rechenleistungen [Abstract]. In T. Rammsayer & S. Troche (Eds.), *44. Kongress der Deutschen Gesellschaft für Psychologie. 100 Jahre Deutsche Gesellschaft für Psychologie*. (p. 120). Göttingen: Hogrefe.

Regarding conference contributions that have not been published, the month during which the conference took place is to be specified after the year. Example:

Lanktree, C. & Briere, L. (1991, January). *Early data on the Trauma Symptom Checklist for Children (TSC-C)*. Paper presented at the Congress of the American Professional Society on the Abuse of Children, San Diego, CA.

Unpublished works

As with the aforementioned conference contributions that have not yet been published, when citing unpublished work one should include the university and the name of the city (or, if the latter relatively unknown, the country). If the city is already part of the name of the university, it does not need to be named again. Instead of the publication information (publication location: publisher), works such as a dissertation

should use the indication "Dissertation, University, Location.". For unpublished works, the following format is to be used:

Author, A. A. (2003). *Title of doctoral dissertation* (Unpublished doctoral dissertation). Name of Institution, Location.

Example:

Meyer, J. (1951). *Zur Frage der Duplizität* (Unpublished doctoral dissertation). Christian-Albrecht-University, Kiel.

If a manuscript has been submitted but is still in print or, alternatively, still in preparation, the following format should be used:

McIntosh, D. N. (1993). *Religion as schema, with implications for the relation between religion and coping*. Manuscript submitted for publication.

Online sources

When citing online sources, you must give at least the document title or: description, the date of either publication or access and a correct address in the form of a URL. Please double check all URLs before submitting your work to ensure that they allow access to the correct page. The author's name should also be given whenever possible. It is very important when citing internet sources that the date on which you accessed the page is given. In order to do this, the indication "Retrieved" is given before the date in the format "Month day, year". At the end, the internet address should be given before the URL. There should not be a period at the end. Examples:

Wilson, M. (2003). On choosing a model for measuring. *Methods of Psychological Research – Online*, 8, 1–22. Retrieved September 19, 2006, <http://www.mpr-online.de>

Electronic reference formats recommended by the American Psychological Association. (2000, October 12). Retrieved October 23, 2000, <http://www.apastyle.org/elecref.html>

It should be mentioned that a separate list of online sources does not need to be created, but all electronic sources should be integrated into the bibliography in alphabetical order.

3.3.3.7 Sworn statement

Written works for the Chair of the Department of International Management are to be concluded with a sworn statement of honour, for which the following wording may be used:

"I hereby declare that I have prepared the present work independently and without the use of tools other than those indicated. All passages that have been taken either verbatim or analogously from published or unpublished documents are indicated as such. This work has not been submitted in the same or similar form to any other examination authority.

I further agree that the digital version of this work may be uploaded to the server of external providers for the purpose of plagiarism checks. The plagiarism check does not constitute a provision for the public.

Location, the..."

The sworn statement must be signed by hand by the author.

3.4 Supervision

During the processing phase, you will be supervised by your supervisor. There is no standardized supervision routine, so a demand-oriented supervision can be guaranteed. This means that you can contact the supervisor with questions and problems, but there is no control of your work status or routine intensity of supervision with fixed deadlines. Please make use of the chair's offer at an early stage. This way, undesirable developments in your work can be corrected in time.

4 Submission of the thesis

4.1.1 Form of submission

The thesis must be submitted in digital form and as a paper copy no later than the date of submission determined by examination law.

Digital submission

The thesis is submitted digitally as a PDF/A file or in an accepted file format via the form server <https://forms.uni-bayreuth.de/formcycle/form/provide/4454/> of the University of Bayreuth

Before sending the thesis, it must be confirmed that the thesis was written independently and that no sources or aids other than those stated were used and that the thesis has not already been submitted for the award of an academic degree.

After uploading the thesis, the receipt of your thesis will be confirmed by an e-mail sent to your University of Bayreuth e-mail address. As per examination rules the thesis is released with digital delivery.

Additionally, please send your work by e-mail to your supervisor. Please attach a Word document, a PDF document and, if applicable, the SPSS file with Excel analysis file to the e-mail.

If the work is submitted in a different file format or in several individual documents without consultation, the work will be considered as not having been submitted on time. Please note that this will affect the assessment.

Paper copy

The thesis must be submitted to the chair in single copy. The thesis must be bound in such a way that it is not possible to exchange pages without damage. Either a glue or a clamp binding is suitable for this purpose. The colour of the cover or the print on the cover is left up to the student.

The submission of the paper copy (identical to the digital version) can be made either by handing it in at the chair (during the usual office hours) or by sending it by post. If the latest submission day is a Sunday or public holiday, the work must be sent digitally by e-mail on this day. The submission of the paper copy takes place on the next working day.

4.1.2 Extension of the deadline

In cases where students are not responsible for exceeding the deadline or in the case of illness, the processing time of the thesis can be extended upon application. Please contact the responsible examination office. The request must be made in good time before the deadline for submission of the thesis.

If a medical certificate proves that a candidate is prevented from working due to illness, the deadline shall be extended according to the period of illness determined by a physician. Medical certificates (certificates of incapacity for work are not recognized) must be submitted to the Examinations Office without delay. The relevant information can be found on the websites of the Examinations Offices. You have the opinion to upload the medical certificate in cmlife.

The new deadline will be communicated by email to your the student Uni Bayreuth email address.

5 Proofreading

Following the one-time submission of your thesis, the chair will evaluate your work and provide expertise hereto. Due to varying workloads, this may take up to 12 weeks.

Once the chair has compiled his report, this will be sent to the examination office applicable to your work. Notification of the evaluation will be carried out by the examination office via cmlife. Please contact the responsible examination office if you want access to the report. Please refrain from inquiring your supervisor before you have read the report, as most uncertainties can be cleared up by referring to the report.

If you require a passing certification, please inform your supervisor of this during the production stage of your thesis writing. Please note that even a passing certificate takes some days to process.