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

Recommendations and Formal Guidelines
for Production of a Seminar Paper

- As of January 10, 2023 -

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1 Fundamentals

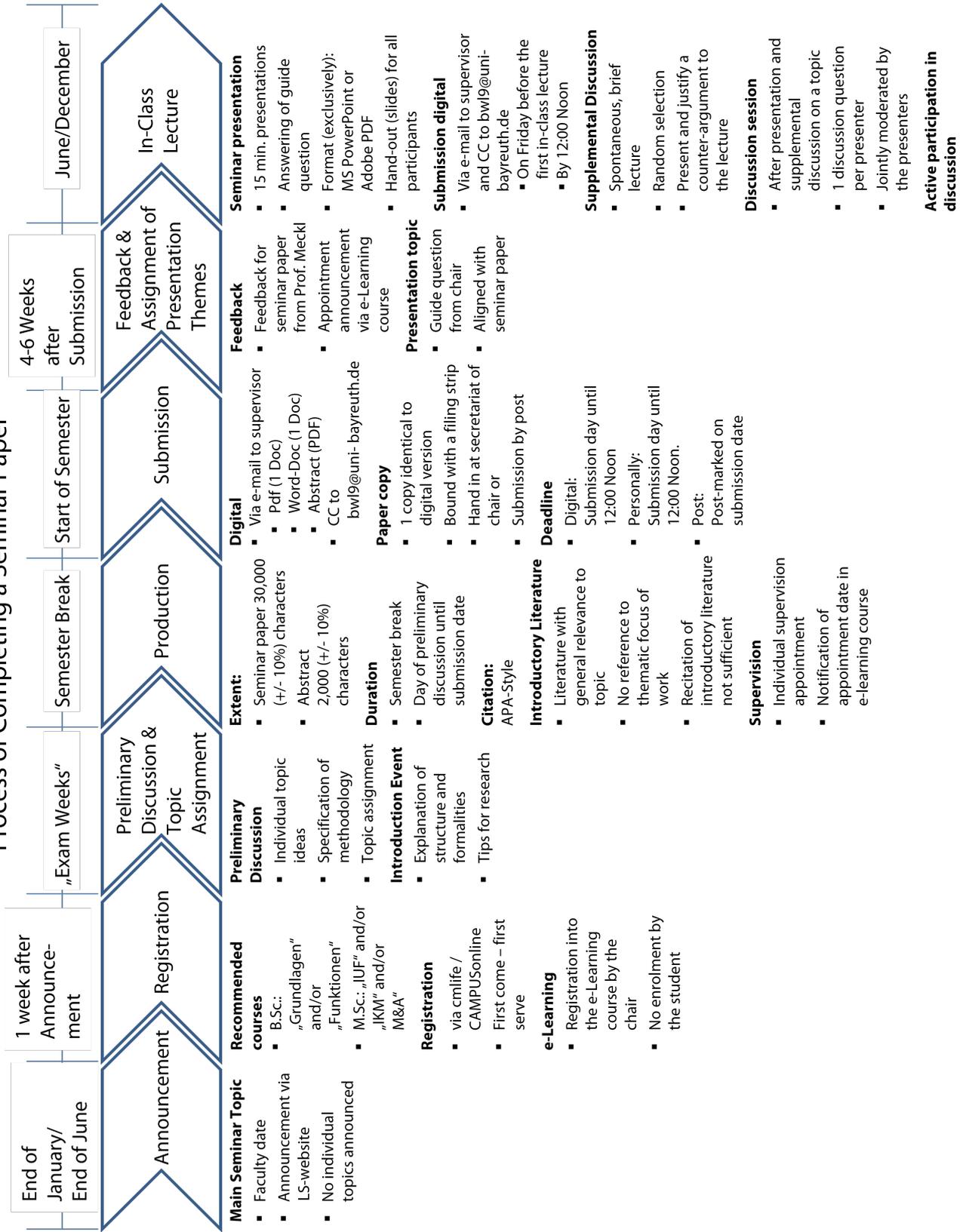
1.1 Objective of a seminar paper

The objective of a seminar paper 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 seminar paper for the chair of the Department of International Management

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

Process of Completing a Seminar Paper



2 Announcement

The announcement of the seminar's main topic will take place at a time determined by the faculty. This typically means end of June for the winter semester seminar and end of January for the summer semester seminar.

The chair will give notice of the main topic on its website. The registration period for the seminar can be found in this notice as well as on [cmlife / CAMPUSonline](#).

There will be only one announcement of the seminar's main topic. The individual subjects will be announced and explain during the preliminary discussion. Please refer to the chair for further information regarding this.

3 Registration

3.1 Recommended previous knowledge

For bachelor students the attendance of the courses "Grundlagen Internationales Management" and / or "Internationalisierung betriebswirtschaftlicher Funktionsfelder" is strongly recommended before the registration for the seminar.

For master students the attendance of the courses „Internationale Unternehmensführung“ and / or „International Mergers & Acquisitions“ and / or „Interkulturelles Management“ " is strongly recommended before the registration for the seminar.

3.2 Registration through cmlife / CAMPUSonline

For registration, please use the function in cmlife / CAMPUSonline during the designated registration period. Late registrations will not be considered.

The capacity of the seminars is limited to a maximum number of participants. Seminar places are allocated on a "first-come-first-serve" basis.

A withdrawal of registration is allowed only during the registration time and can only be done via cmlife / CAMPUSonline. In justified cases of extenuating circumstances, a written withdrawal can be accepted through the chair until 12:00 o'clock on the day of the preliminary discussion. This is an offer without obligation of the chair.

3.3 Registration through e-Learning

After the registration period, you will be registered for the corresponding course in the e-learning system by the chair.

Please note that any further communication with the chair is to be carried out using exclusively the e-learning course. Participants are always tasked with informing themselves about new information in the e-learning course. The lack of knowledge about important information that has been announced via e-learning will be the sole responsibility of the students.

Please pay attention, then, before making inquiries to the chair that the information is not already available in the e-learning course.

4 Preliminary discussion, topic assignment and introduction event

During the preliminary discussion, individual topics for the seminar will be introduced and the backgrounds of these topics explained. Furthermore, reference should be made as to the intended methodology and procedure.

Each topic is assigned to a maximum of three students who work on the topic independently of each other.

After the topic assignment, with as much consideration as possible to your individual preferences, you will be seen as participating in the seminar and any failure to submit your seminar paper either on-time or all together means you will not pass the seminar.

A mandatory introduction event will take place mostly a few days after the preliminary discussion and topic assignment. Here, the structure and formal guidelines of the seminar paper will be explained. Tips on research will be given and your questions will be answered. In reference to this, please pay attention to notices in the e-learning course.

The preliminary discussion, topic assignment and introduction are held in accordance with the legal regulations for presence events and the valid Corona regulations. If it is not possible to hold an event in person due to Corona, the event will be held digitally via teams. In this case, you will receive the link via the e-learning course. Attendance is compulsory for all events.

5 Production

5.1 Duration

The time allotted for the production of your seminar paper begins on the day that your topic is assigned during the preliminary discussion and ends on the submission date. Please note the submission date in the e-Learning course.

5.2 Length of seminar paper

The length of your seminar paper 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. Your final work should contain 30,000 characters +/- 10%.

An abstract (as PDF file, with name and topic) must be submitted together with the seminar paper. The abstract should contain 2,000 characters +/- 10%.

5.3 Structure and organization of the seminar paper

5.3.1 Scientifically structured procedure

Before beginning your seminar paper, please make yourself aware of how topics are scientifically structured by consulting relevant literature. Information regarding scientific procedure will be given during the introductory event (see 4).

5.3.2 Introduction literature

For the individual topics, you will be given at least one source as introduction literature. This introduction literature is intended as a prelude to the topic area and will not necessarily focus on the emphasis of your work. It should also be noted that the introductory literature is in no way considered a sufficient source for your seminar paper. Recitation and/or explicit evaluation of the source is usually neither intended nor desired. An academic work requires extensive literary work, which must be documented by providing further sources.

5.3.3 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 to produce 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. If these lead to a complicated formulation that is difficult to understand, italics should be used.

5.3.4 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/oversimplification 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 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.

5.3.5 Structure of the seminar paper

5.3.5.1 Components of a seminar paper

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.

5.3.5.2 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</p> <p>Faculty of Law, Business & Economics</p> <p>Chair of Business Administration IX - International Management</p> <p>Univ.-Prof. Dr. Reinhard Meckl</p>	
<hr/>	
<p>Seminar on the specialization</p> <p>„title of the seminar“</p> <p>In the summer term 2023</p>	
<p>Topic 1:</p> <p>Digital business models – types, success factors und risks</p> <hr/>	
Submitted by:	Date of submission: XX.XX.20XX
Max Mustermann	Supervisor: Maxi Musterfrau
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Business Administration, 4th . semester	
Matriculation number: 1234567	

5.3.5.3 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 [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.

5.3.5.4 Main text body

5.3.5.4.1 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 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.

5.3.5.4.2 Working with sources

The quality of the literature review will be judged primarily by whether 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 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.

5.3.5.4.3 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.). Washington, DC: Author.
- Deutsche Gesellschaft für Psychologie. (2019). *Richtlinien zur Manuskriptgestaltung* (5., überarbeitet und erweiterte Aufl.). Göttingen: Hogrefe.

The essential DGP citation rules are briefly outlined below. For English version, please refer to the APA (7th 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 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 online 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/the authors' 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, p. 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 IuK-System

Source: Macharzina (1999, p. 668)

5.3.5.5 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.

5.3.5.6 List of references

The bibliography should include all the literature 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
Ed. (Eds.)	Editor (Editors)	Vols.	Volumes

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 considered. 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 program 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 outlined 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 apart from the first word of a title, a word following a period or colon and pronouns. Significant additional information (such as volume number or edition) is to be added in parentheses. After the title and any additional information there should be a period followed by publication information. Regarding 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). Publication location: 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 internet sources does not need to be created, but all electronic sources should be integrated into the bibliography and sorted with the remaining sources in alphabetical order.

5.3.5.7 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.

6 Supervision

During the editing phase, you will be supervised by an assistant of the chair. If you have any questions or problems while working on your seminar paper, you can contact your supervisor.

Each participant will be scheduled for an individual supervision appointment with their respective assistant. The date for each participant will be announced in the e-learning course. Please send a (rough) outline to your supervisor via email no later than 12:00 o'clock one day before your schedule appointment. The supervision can take place either in presence or digitally via teams.

Please use this opportunity for supervision so that mistakes in your writing can be corrected in a timely manner.

7 Submission of seminar paper

7.1 Digital submission

Digital submission will be sent to your supervisor via email no later than the submission date and CC to bwl9@uni-bayreuth.de. Please attach your seminar paper as Word document, as PDF document and, if necessary, the SPSS file with Excel evaluation data.

In addition to your seminar paper, an abstract must be submitted as PDF document. Please make sure that the abstract includes your name and topic.

<p>Abstract zu Topic 1:</p> <p>Digital business models – types, success factors und risks</p> <p>Surname, first name</p> <p>Text of the abstract with 2000 characters (+/- 10 %)</p>
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Should something be submitted in an unapproved file format without consultation or sent as multiple, individual documents, your submission will be considered late. It is important to note that this affects the evaluation of your work.

As per examination rules the thesis is released with digital delivery.

7.2 Paper copy

A single copy of your seminar paper is to be submitted to the chair. Your work must be fastened with a filing strip (see image). Please do not use any folder or binding.



The paper copy identical with the digital version is to be handed to the chair on the day of submission at the latest no longer than 12 o'clock. The paper copy can be either send by post on the submission date.

8 Feedback and assignment of presentation topics

After your seminar paper has been proofread, you will receive a grade as well as feedback for your written composition from Prof. Meckl. Both the strengths and weaknesses of your work will be identified, which will be the basis for your final grade. Your feedback appointment will take place roughly four to six weeks after the date of submission in person or digitally via teams. Please look for the announcement of these dates in the e-learning-course.

During the feedback discussion, the chair will give you a guide question, which is to be answered during your seminar presentation. This question will align with the focus of your work but may also include broadening or deepening aspects.

9 In class lecture

9.1 Seminar presentation

For the in-class lecture portion of the seminar, please prepare a 15-minute presentation with the intent of answering your guide question. Send your presentation to your designated supervisor and CC to bwl9@uni-bayreuth.de via email on Friday, 12 o'clock, before the first in-class lecture. Only the file formats MS PowerPoint and Adobe Acrobat PDF will be accepted. If you have concerns about compatibility, it is recommended that you create a PDF presentation.

The event is held in accordance with the legal regulations for presence events and the valid Corona regulations. If it is not possible to hold an event in person due to Corona, the event will be held digitally via teams. In this case, you will receive the link via the e-learning course.

Before the seminar event, the abstracts of all seminar participants are made available via the e-learning course. These serve as preparation for the seminar.

Please prepare a handout to accompany your presentation (only for events in person). This should consist of your presentation slides and must follow the format of four slides per DIN A4-page absolutely. Colour printing is not mandatory. Please distribute this hand-out to all seminar participants prior to your seminar presentation. Please mark your handout with name and topic.

Your presentation will be allotted 15 minutes. The assessment criteria of the presentation are the following: Correctness and completeness of the answer to the guiding question, didactic preparation and logical structure of the presentation, content and design of the slides, presentation style and rhetoric, adherence to time.

9.2 Supplemental presentation discussion

This supplemental discussion will serve as an exercise in expressing spontaneous and well-founded observations regarding the presentation of a topic. A seminar participant will be chosen spontaneously after the presentation to argue their points and should identify a specific topic from the presentation. The participant will present a counter-argument to this topic, which should be supported by three to four arguments as well as one to two sentences as justification. The supplemental counter-argument will not be discussed any further, but is evaluated.

9.3 Discussion session

The seminar presentation and the supplemental presentation discussion are followed by a discussion session for which each presenter prepares a discussion question. The discussion round is jointly moderated by the presenters. In doing so, the speakers take an active part in the joint discussion and, with their deep

understanding of the topic, promote a high-quality, professional exchange amongst all seminar participants. Please note that this joint debate will be considered as an important element in your oral evaluation.

If a topic has been worked on by three students, the discussion round lasts about 45 minutes. If only one or two students have worked on a topic, the subsequent discussion round will be correspondingly shorter. Participation in the discussion session is also relevant for assessment.

9.4 Active participation in discussion

All seminar participants will be expected to actively participate in the seminar discussion. This participation will be included in the oral assessment of overall seminar performance. It is important to note that a high quality of participation is desirable.

10 Performance assessment and notification of final grades

The grade of the seminar paper contributes 50% to the overall grade.

The oral contribution to the discussion, the performance in the supplemental presentation discussion as well as the presentation together contribute 50% to the overall grade.

Feedback on your presentation is optional. If you wish to receive feedback, you are welcome to make an individual appointment with your supervisor.

The chair will pass the final grade for the seminar on to the examination office. Once you have registered, your final grade will be made available to you through cmlife / CAMPUSonline. Partial grades will not be made available.