

Prof. Dr. Reinhard Meckl Chair for Business Administration - International Management - BWL IX -

Guidelines and Formalities for Writing a Seminar Paper at the Chair of International Management

- As of May 21, 2024 -



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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 International Management

The following illustration shows the typical process for writing a seminar paper at the department of International Management:

Active participation in discussion

	June/December —	c & In-Class tion Lecture	Seminar presentation n the 15 min. presentations ber by Answering the guiding question ack for Format only MS nts of PowerPoint or Adobe PDF nt Hand-out (slides) for all lent in attendees ng Digital submission course estion On Friday before the first in-class lecture h By 12:00 noon PP Spontaneous, brief lecture Random selection Present and justify a counter-argument to the lecture Present and justify a counter-argument to the lecture Present and justify a counter-argument to the lecture 1 discussion on a topic supplemental discussion on a topic lidicussion question per presenter Jointly moderated by the presenters
	4-6 Weeks after Submission	Feedback & Assignment of Presentation Themes	Feedback on the seminar paper by Prof. Meckl Joint feedback for all participants of a topic Appointment announcement in the e-learning course Guiding question by the chair Aligned with seminar paper S
eminar Paper	– Start of Semester	Submission	Digital Uploading files in the e-learning course Pdf (1 doc) Word-doc (1 doc) Abstract as PDF Paper copy 1 copy identical to the digital version Stapled with a filing strip Hand in at secretary's office of chair or Sending by post Digital: by 12 noon on the day of submission until 12 noon In Person: on the day of submission until 12 noon Post: Drop off at the post office on the day of submission until 12 noon
Process of Completing a Seminar Paper	— Semester Break —	Production	Extent: Seminar paper 30,000 characters (+/- 10%) Abstract 2,000 characters (+/- 10%) Duration Semester break Day of preliminary discussion until day of submission Citation: APA-5tyle Introductory Literature Literature with general relevance to the thematic focus of the seminar paper Recitation of the introductory literature is far from sufficient Supervision One individual supervision Announcement of the date in the e-learning course
Process of		Preliminary Discussion & Topic Assignment	Preliminary discussion Presentation of individual topics Description of methodology Assignment of Topics Attendance is compulsory Introduction event Explanation of structure and formalities Tips for research Attendance is compulsory compulsory
-	I week after Announce- ment	ment Registration	Recommended courses B.S.: "Grundlagen" and/or "Funktionen" M.S.: "IUF" and/or "IKM" and/or M&A" Registration via cmlife / CAMPUSonline First come – first served Enrolment in the e-learning Enrolment in the e-learning No self-enrolment No self-enrolment
	End of January/ End of June	Announcement	Main Seminar Topic - Faculty date - Announcement on website of the chair - No individual topics announced

2 Announcement

The seminar topic is announced by the faculty at a time determined by the faculty. For the winter semester this is usually at the end of June, for the summer semester at the end of January.

The chair announces the main topic on its website and via the newsletter. The registration period for the seminar can be found in this notice and cmlife / CAMPUSonline.

Only the main topic of the seminar will be announced. The individual topics to be worked on will be announced and explained in the preliminary discussion. Please do not ask the chair any questions in this regard.

3 Registration

3.1 Recommended previous knowledge

Bachelor students are strongly recommended to attend the courses "Fundamentals of International Management" and/or "Internationalisation of Functional Fields in Business Administration" before registering for the seminar.

Students on the Master's programme are strongly recommended to attend the courses "International Corporate Management" and/or "International Mergers & Acquisitions" and/or "Intercultural Management" before registering for the seminar.

Before starting your seminar paper, please consult the relevant literature to find out how topics are developed in a scientifically structured way. You will receive important information on academic work during the introductory event (see 4).

3.2 Registration in cmlife / CAMPUSonline

The announcement and registration for the seminar always takes place at the end of the semester for the following semester. Participation in the seminar is only possible with registration.

To register, please use the function in cmlife / CAMPUSonline during the specified registration period. Late registrations will not be considered.

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

Cancellation of registration is generally only possible during the registration period of cmlife / CAMPUSonline. In justified exceptional cases, a written cancellation by e-mail before the start of the preliminary meeting can be accepted by the chair. The chair is being accommodating, but it's not a guarantee.

3.3 Registration in the e-Learning course

After the registration period, the chair will enter you in the corresponding course in the e-Learning system.

Please note that further communication from the chair takes place exclusively via the e-Learning course. It is therefore the duty of the seminar participants to regularly inform themselves about new information in the e-Learning course. Students are responsible for not knowing information that has been communicated via the e-Learning course.

Please check whether the relevant information is already available in the e-learning course before sending enquiries to the chair.

4 Preliminary discussion, topic allocation and introduction event

4.1 Preliminary discussion and topic allocation

In the preliminary discussion, the individual topics of the seminar are presented and the background to the topic is explained. Furthermore, the intended methodology and approach are pointed out.

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

Once the topics have been assigned, taking your individual preferences into account as much as possible, the seminar is considered to have begun. Failure to submit or late submission of the seminar paper will result in failure to pass the seminar.

Attendance is compulsory. If you are unable to attend due to illness (medical certificate required) or a stay abroad, the topic to be worked on can also be assigned by the chair.

4.2 Introduction event

An mandatory introduction event usually takes place a few days after the preliminary discussion and topic allocation. The structure and guidelines of the seminar paper are explained, tips on research are given and questions are answered. Please refer to the information in the e-Learning course.

Attendance is compulsory. If you are unable to attend due to illness (medical certificate required) or a stay abroad, you must provide a written replacement.

5 Processing time and length of the seminar paper

5.1 Processing time

The allotted processing time begins on the day the topic is assigned in the preliminary meeting and ends on the announced submission date (at the beginning of the lecture period of the following semester). Please note the submission deadline in the e-learning course.

5.2 Length of the seminar paper

The length of your seminar paper is 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 $\pm 1.0\%$.

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

6 Formal requirements

6.1 Format specifications

A flawless formatting is an expression of accurate scientific work and contributes to the clarity of your results. Adhering to the formal requirements is a fundamental aspect of the work. Significant non-compliance with the formal requirements will be taken into account in the grading process. All written work submitted to the Chair for International Management must be typewritten.

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

Alignments: Justified with word separation by syllable

Margins: left 3 cm, right 2 cm, top and bottom 2 cm

Pape number: Main text body Arabic, in header, top right

The sheets are to be written on one side only. Italics may be used to emphasize certain words in the text. 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.

6.2 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.

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 seminar paper 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 seminar paper. One exception to this is word-for-word quotations.

6.3 Figures and tables

Figures and tables should be numbered consecutively and labelled. 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 are 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. If this is not possible in individual cases, please ensure good legibility in the printed version.

For citation of tables and figures, see 8.3.4.

7 Structure of the seminar paper

7.1 Components of the seminar paper

A scientific paper basically consists of the elements listed below. The title page, table of contents, main text body, bibliography and the sworn statement at the end are all obligatory. Further indexes are to be added as needed. A new page must be used for each list. An appendix may only be integrated into the seminar paper after consultation with your supervisor.

The elements of a scientific paper are usually arranged in the following 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 statement (not listed in the table of contents, only attached, no page number)

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.

7.2 Title page

The title page should include the name of the university, the department and the chair. Furthermore, the topic of the seminar paper 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:

University of Bayreuth

Faculty of Law, Business & Economics

Chair of Business Administration IX - International Management

Univ.-Prof. Dr. Reinhard Meckl

Seminar on the specializatioin

"title of the seminar"

In the summer term 2023

Topic 1:

Digital business models - types, success factors und risks

Submitted by: Max Mustermann

Richard-Wagner-Straße 123

95447 Bayreuth Tel.: (0921) 123 456

E-Mail: bt123456@uni-bayreuth.de Business Administration, 4th . semester Matriculation number: 1234567 Date of submission: XX.XX.20XX Supervisor: Maxi Musterfrau

7.3 Table of Contents

The structure follows 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* shows the correct approach to a decadic system of classification as well as how to avoid dangling paragraphs:

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

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 presented on a separate page.

7.4 Main text body

7.4.1 Introduction

The introduction contains the aim of your thesis in the context of the topic and the question that is to be answered. Furthermore, the research question should be formed with relevancy to the field and scientific integration in mind. Finally, the procedure in the seminar paper should be briefly outlined.

7.4.2 Main part

A scientific paper at the Chair of International Management follows, for example, the analysis-synthesis-scheme. This consists of two or more theoretical base parts, which are brought together in a synthesis chapter. In the analysis chapters, 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 on gaining scientific knowledge by bringing together 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 chapter can provide recommendations for transferring the findings of the paper into practice.

In addition to the analysis-synthesis scheme, other structuring schemes, such as process-related or chronological schemes, can also be used depending on the topic 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.

7.4.3 Conclusion

The concluding chapter of the seminar paper first explains the original problem. After a brief explanation of the procedure, the most significant results of the work are summarised concisely and precisely. A critical analysis of the state of research, the methodology used and the acquired knowledge may lead to the derivation of further future research needs.

7.4.4 Bibliography

The bibliography lists all sources that were cited for the complete seminar paper. Whereas the list of references should include only the sources quoted within your work without listing any additional sources that were used, for example, in the preparatory phase. It is therefore necessary to check carefully that every source cited in the text appears in the bibliography. Conversely, all sources in the bibliography must also appear in the text.

The information in the bibliography must be correct and complete.

For citation of the bibliography see 8.3.5.

7.4.5 Appendix

As a general rule, an appendix should be avoided in papers. You should not outsource any important content to the appendix in order to save space. It should only be included after consultation with your supervisor and should only provide further evidence to support existing information.

Typical examples of elements in the appendix are

- Printout of e-mail conversations carried out (e.g. cover letter when sending online questionnaires, answers from experts interviewed by e-mail)
- Printout of questionnaires used
- Transcripts of expert interviews
- Raw data for empirical analyses

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.

7.4.6 Sworn statement

Written works at the Chair 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 this thesis independently in all parts and have not used any sources or aids other than those stated in the thesis. All verbatim or analogous references and quotations are labelled and referenced.

Where I used AI and AI-supported technologies in the editing process, these technologies were primarily used for research and to improve the readability and language of the work.

If text passages were generated by an Al application, they are labelled accordingly. A separate index on the use of Al applications is attached to this paper. The questions asked of the application are documented in this index for each text passage concerned.

The technologies were applied under human supervision and control. The entire work has been carefully checked. As the author, I am solely responsible for the content of the work.

The work has not yet been submitted in the same or a similar form to any other examining authority.

I further agree that the digital version of this thesis may be uploaded and checked on the server of external providers for the purpose of plagiarism checking. The plagiarism check does not constitute making the work available to the public.

Place, the ..."

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

8 Citation

8.1 Introductory literature

You will be given at least one source as introductory literature for the individual topics. This introductory literature is intended as an introduction to the topic and does not necessarily deal with the main focus of your work. Furthermore, please note that the introductory literature is in no way considered sufficient source material for your seminar paper. Also, a recitation and / or explicit evaluation of the source is usually neither intended nor desired. An academic paper requires extensive literature work, which must be substantiated by citing additional sources.

8.2 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 seminar paper. The selected sources should fulfil the

requirements for a scientific paper. Wikipedia should not be cited. Lecture notes, seminar papers and unpublished theses are not considered academic literature worthy of citation. Sources must be cited in the original. Secondary citations are only permitted in exceptional cases. Any external ideas must be labelled as such and checked to ensure that they do not present a false picture when taken out of context. Proper citation is an expression of academic honesty. When in doubt, cite too much rather than too little.

8.3 Citation of external ideas

8.3.1 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 adaption of the DPG. 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 main citation rules of the German Psychological Society are briefly outlined below. The rules apply as a basis for the preparation of scientific papers at our chair.

8.3.2 General information about citation format in the 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.

8.3.3 Examples of citation in the 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:

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:

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:

... 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":

... 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.*:

As first citation in the text: Baschek, Bredenkamp, Oehrle and Wippich (1977) Subsequent cititions: 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. Examples:

As first citation in the text: (National Aeronautics and Space Administration [NASA], 2018)

Subsequent citations: (NASA, 2018)

Bibliography: National Aeronautics and Space Administration (2018).

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:

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.

(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):

(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:

(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:

(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 quotation

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:

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. If arguments extend over longer passages of text, they should be cited as follows:

- 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 citation may be omitted if a source is cited solely to refer to the author(s)' complete works or to show that the author(s) have already dealt with the topic. These are *global statements*.

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.

"It is often assumed that M&A transactions destroy rather than create value. This study employs metaanalytical 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*.

Meckl et al. (2011) find the ensuing:

As the study shows, around 85 per cent of the companies participating in the survey carry out their M&A management via a dedicated M&A department. This result is astonishing, as the institutionalisation of an independent M&A department is not only found in companies with a sustained deal flow, but also in companies that had a relatively low number of M&A transactions in the two years prior to the survey. (p. 166)

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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, S. 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.

8.3.4 Citation of figures and tables

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 has been created by the author and the contents of the figure have not been taken from a

third-party source, the source must be labelled "own representation".

Figure 1: Typology of International Enterprises

Source: own representation

If the figure was produced by the author, but the content was taken 1:1 from a third-party source, the name

of the author, the year of publication in brackets and the corresponding page of the cited source must be

stated.

Figure 2: Typology of International Enterprises

Source: Bartlett and Ghoshal (1990, p. 32)

If the figure has been largely taken from a third-party source, but the content has been modified in parts,

the source is to be labelled "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, a short citation with the author and year of publication is

again given as the source reference. The complete URL including the date of access is only listed in the

bibliography:

Figure 4: Chen – Chinese investments in German firms

Source: Chen (2018)

The rules for naming tables apply analogue.

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

Source: Macharzina (1999, p. 668)

8.3.5 Citation of the bibliography

The following abbreviations are permitted in the bibliography:

chap. chapter p. (pp.) page (pages)

ed. edition vol. volume

 2^{nd} ed. second edition vols. volumes

rev. ed. revised edition No. number

ed. (eds.). editor (editors) suppl. supplement

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, äu) 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 coauthors 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 be 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.

With regard to the formal layout of the bibliography, please note that it always begins on a new page. All references should be double-spaced, even between individual contributions. The first line of each entry is left-aligned and the following lines are indented with five to seven spaces (or by using a tab) (can be realised in the word processing programme using the "hanging indent" function). Each component within a literature entry ends with a full stop followed by a space. An exception is the specification of a URL at the end of the literature entry. Below you will find examples of the most common entries in the bibliography:

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):
 Sharfman, M. P., Wolf, G., Chase, R. B., & Tansik, D. A. (1988). Antecedents of organizational slack.
 Academy of Management Review, 13(4), 601–614.

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:

Smith, J. (2023, May 16). Language Evolution: A Linguistic Study. *The New York Times*, pp. 1-5.

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"):

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 style for non-periodical 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 mentioned:

Book by a single author:
 Dawkins, R. (2006). The God Delusion. Houghton Mifflin.

Book with edition specification:

Smith, J. (2019). Introduction to Psychology (6th ed.). Pearson.

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 the book* (pp. xxx–xxx). 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*). Example:

Contribution in an editorial:

Smith, J., & Johnson, L. (2010). Coping Mechanisms in Adolescents: A Comparative Study. In M. Davis & R. Thompson (Eds.), *Perspectives on Youth Psychology* (pp. 123-145). Oxford University Press.

Contribution in a published series:

Smith, J. S. (2015). Diagnostic Reasoning. In K. L. Johnson & L. M. Thompson (Eds.), *Foundations of Psychological Assessment* (Encyclopedia of Psychology, Series Psychological Assessment, Vol. 1, pp. 150–225). Cambridge University Press.

Research reports

The general citation style here is:

Author(s). (Year). *Title* (Series title and 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 Wien, 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., Smith, J., Johnson, L., & Anderson, M. (2018). The Role of Technology in Educational Settings [Abstract]. In P. Davis & S. Williams (Eds.), *Proceedings of the 10th International Conference on Educational Psychology* (pp. 50–51). New York: Springer.

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

Lanktree, C. & Briere, L. (1991, January). *Early data on the Trauma Sympton 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:

Brown, A. R. (2022). *Exploring the Effects of Social Media on Adolescent Well-being* (Unpublished doctoral dissertation). University of California, Los Angeles.

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, at least the document title or description, a date (either the date of publication or the date of access) and a correct address in the form of a URL must be provided. Please check that each URL is correct and accessible before submitting your scientific work. Whenever possible, the author should also be named. 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

At this point it should also be mentioned that no separate internet source list needs to be created. All online sources found are integrated into the bibliography and sorted with the other sources in alphabetical order.

8.3.6 Using Generative AI programmes

8.3.6.1 General approach

In general, the use of Generative AI programmes is permitted in seminar papers and theses. In order to achieve the most possible benefit when using Generative AI for your academic work, you should observe the following advice, here relating to the ChatGPT programme:

- 1. Do not use ChatGPT as your only source of information. ChatGPT is a powerful tool, but it is important to consult other sources to ensure that your information is accurate and comprehensive.
- 2. Check the reliability of the primary sources provided by ChatGPT. Only use sources that come from trustworthy institutions and experts and whose existence and quality you can clearly verify.
- 3. Check the accuracy of the information provided by ChatGPT. ChatGPT is an artificial intelligence that is trained based on data created by humans. It is important to check the information provided by ChatGPT to ensure that it is accurate and reliable.
- 4. Cite ChatGPT correctly. Make sure that you correctly cite the sources that you have found via ChatGPT and that any ideas that you adopt from ChatGPT are also labelled accordingly. We expressly

refer to the binding regulations on the use of Generative AI in seminar papers and theses of the Faculty of Law and Economics at the University of Bayreuth (see the faculty's website). By complying with the regulations, you will avoid academic misconduct.

- 5. Check the ethical implications of using ChatGPT. The use of ChatGPT in scientific work can have ethical implications, especially when it comes to normative issues. It is important to consider these implications and take appropriate measures to ensure that your work is ethically correct and also does not contain any unintended bias in value judgements.
- 6. Do not use ChatGPT as a substitute for your own critical thinking skills. It is important that you critically consider and evaluate the information you get from ChatGPT to ensure that your work is well founded and reliable.
- 7. ChatGPT can be used as a research tool, but should not be considered a substitute for primary sources. Primary sources are documents or data that come from first-hand sources, such as initial scientific publications, studies or original documents.

8.3.6.2 List of the use of Al applications

If text passages of your seminar paper or programming codes have been created using an AI application, it is necessary to list these in a separate "List of the use of AI applications". Please note that you must also include the use of AI applications in the sworn statement at the end of the seminar paper.

The list should be placed after the bibliography.

You have the option of entering either the last "prompt" or the sequence of "prompts" that led to the quoted passage.

An example of the structure of the list of the use of Al applications is as follows:

The following AI applications were used in the preparation of the seminar paper:

1. ChatGPT

Input: "The question / text that was entered appears here ("prompt")";

Date: xx.xx.xxxx

2. ChatGPT

Input: "..."

Date:

The common citation style is used in the text of the paper. If reference is made to a statement taken from the text, the citation is made according to the following *pattern*:

(see list of Al applications, pt. 1).

9 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.

For each participant in the seminar, an individual supervision appointment is scheduled with the respective supervisor. The date for each participants will be announced via the e-learning course. Please send your (rough) outline to your supervisor by e-mail at least one day before the scheduled supervision date, 12.00 noon. The supervision appointment can take place either in person or digitally via Teams.

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

10 Submission of seminar paper

10.1 Digital Submission

The digital submission must be submitted the latest on the day of submission by 12.00 noon by uploading your seminar paper as a Word document, as a PDF document and, if applicable, the SPSS file with Excel analysis file in the e-learning course (activity "Abgabe Seminararbeit").

If the work is submitted in an unapproved file format without consultation or submitted in several individual documents, your submission will be considered late. Please note that this will affect the evaluation of your seminar paper.

The timely submission of the seminar paper is guaranteed by uploading your files.

In addition to your seminar paper, please upload an abstract as a PDF document. Please make sure that the abstract is labelled with your name and the topic.

Abstract zu Topic 1:

Digital business models – types, success factors und risks

Surname, first name

Text of the abstract with 2000 characters (+/- 10 %)

10.2 Paper copy

In addition, the seminar paper must be submitted to the chair in a single paper copy. The paper must be stapled with a filing strip (see illustration). Please do not use any folder or binding.



The paper copy identical to the digital version must be submitted to the chair by 12:00 noon on the submission day (or earlier during regular office hours). The paper copy can also be sent to the chair's postal address (postmarked or delivered to the post office no later than the submission day).

11 Feedback und assignment of presentation topics

After the seminar paper has been graded, you will receive your grade and feedback on your written work from Professor Meckl or your supervisor. All participants of a topic will receive feedback together. You will receive both positive and negative feedback on your work, and your grade will be explained. The feedback session will take place in person or digitally via Teams approximately four to six weeks after the submission deadline. Please refer to the announcement in the e-learning course.

During the feedback session, you will receive your guiding question, which is to be answered during your seminar presentation. This question will align with the focus of your seminar paper but may also include broadening or deepening aspects.

12 In-class-lecture

12.1 Seminar presentation

For the in-class lecture portion of the seminar, please prepare a 15-minute presentation with the intent of answering your guiding question. Please upload your presentation to the e-learning course no later than 12.00 noon on the Friday before the first in-class-lecture (Activity "Abgabe Präsentation"). Only the Microsoft PowerPoint and Adobe Acrobat PDF file formats are accepted. If you have any concerns regarding compatibility, we recommend that you create a PDF presentation.

In advance of the in-class-lecture, the abstracts of all seminar participants will be made available via the elearning course. These serve as preparation for the seminar.

Please prepare a handout for your presentation. This should consist of your presentation slides. Please label your handout with your name and the topic of the presentation. Printing four slides on one DIN A4 page is appropriate. Colour printing is not required. Distribute the handout to all attendees before your seminar presentation.

Your presentation will be allotted 15 minutes. The assessment criteria for the presentation are as follows:

- Correctness and completeness of the answers to the guiding question,
- didactic preparation and logical structure of the presentation,
- content and design of the slides
- presentation style and rhetoric
- adherence to the time limit.

12.2 Supplemental presentation discussion

This supplemental discussion serves to practise a spontaneous and well-founded statement on a thesis that has been expressed. 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 or commented on further, but is included in the oral grade.

12.3 Discussion session

The presentations and supplemental presentations on a topic 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 grade.

If a topic has been worked on by three students, the discussion round lasts approximately 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 rounds is also relevant to the assessment.

12.4 Active participation in discussion

Active participation in the seminar discussion is expected from all participants. This will be considered as an additional element in the oral assessment of the seminar performance. It should be noted here that attention is paid to high-quality participation.

13 Performance assessment and notification of final grades

The grade of the seminar paper contributes 50 per cent to the overall grade.

The oral contribution to the discussion, the performance in supplemental presentation discussion and the presentation together contribute 50 per cent to the overall grade.

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

The chair will pass the final grades for the seminar to the examination office. Once they have been entered, you can find out your overall grade via cmlife / CAMPUSonline. Partial grades will not be published.