

# Style Guide for Seminar Papers, Bachelor and Master Theses

## Institute for Leadership and Organization (ILO)

### GENERAL FORMAL REQUIREMENTS:

- Seminar paper: 22.200 characters\*
- Bachelor thesis: approx. 70.000 characters\*
- Master thesis: 120.000 - max. 140.000 characters\*
  - \*For each author, including spaces, including figures and tables, excluding abstract, references and appendixes
  - \*The length of your work should differ less than 10% from the number of characters given above
- A4 paper, 1.5 line spacing, 2.5 cm margin all around
- 12 pt. font Times New Roman
- Justified
- A Declaration of Honor has to be attached to your work on the last page:

#### **Ehrenwörtliche Erklärung**

“Ich erkläre hiermit ehrenwörtlich, dass ich die vorliegende Arbeit selbstständig angefertigt habe; die aus fremden Quellen direkt oder indirekt übernommenen Gedanken sind als solche kenntlich gemacht. Die Arbeit wurde bisher keiner anderen Prüfungsbehörde vorgelegt und auch noch nicht veröffentlicht.”

München, den (Datum)

Unterschrift

#### **Declaration of Honor**

“I do solemnly declare that I prepared this paper/thesis independently and that the thoughts taken directly or indirectly from other sources are indicated accordingly. The work has not been submitted to any other examination authority and also not yet been published.”

Munich, (date)

Signature

***The Institute for Leadership and Organization does not accept any kind of plagiarism. Every document will be checked for plagiarism electronically as well as manually.***

## **STRUCTURE OF WORK**

### **Title Page**

An example demonstrating the requirements for the title page can be found at the end of this document. The title page goes on the first page.

### **Abstract**

An abstract of no more than one page and the title of the work go on the second page.

### **Contents**

A table of contents must be included after the abstract on a separate page. Number your sections according to the scheme given in this document (see Headings and Sections).

### **Figures/Tables**

If your work contains any figures and/or tables, please include a list of tables and/or a list of figures, which go after the contents.

### **Abbreviations**

If necessary, please provide a list of abbreviations.

### **Main Part**

The structure of your main part depends on your type of work (e.g. theoretical vs. empirical). The structure of your main part must be approved by your supervisor.

The main part starts with an Introduction on page 1, which is numbered with an Arabic 1. Following pages are numbered consecutively. All pages that go before the main part are numbered with Roman numerals.

Please format your work according to our formal requirements, given in this document.

### **Back Pages**

References must be included after the main part of your work.

Any appendixes shall be included after the references.

Continue your page numbering!

*A Declaration of Honor has to be attached to your work as the last page!*

## **DETAILED FORMAL REQUIREMENTS:**

On the following pages some formal requirements as well as the way we expect you to cite work by others in your thesis are described. These requirements are adapted from the “Academy of Management Journal Style Guide for Authors” (Academy of Management Journal 2011, Vol. 54, No. 5, 1081–1084). If you have questions beyond the guidelines given in the present style guide, please refer to the latest version of the style guide of the Academy of Management or contact your supervisor.

### **Headings and Sections**

Use only three levels of headings. Use boldface for all three levels. Additionally, the first level is formatted centered and in capital letters. The second level is aligned left. The third level should be italic with increased indent. Number the different sections/levels consecutively according to the scheme given below.

Every section must contain at least one sentence of text.

Example:

	<b>2. METHODS</b>	[1st level]
<b>2.1 Data and Sample</b>		[2nd level]
<b>2.2 Measures</b>		[2nd level]
<b><i>2.2.3 Independent variables</i></b>		[3rd level]
<b><i>2.2.4 Dependent variables</i></b>		[3rd level]

### **Footnotes**

Avoid using footnotes.

*Give citations in-text, not in footnotes!*

### **Hypotheses and Propositions**

If you decided to test hypotheses or give propositions in your paper/thesis, fully and separately state each hypothesis/proposition. Phrase it in the present tense.

Give it a distinct number (e.g. Hypothesis 1) or a numberletter (e.g. Hypothesis 1a) label. Set hypotheses/proposition off in indented blocks, in italic type.

Example:

*Hypothesis 1a. Concise writing has a positive relationship to publication.*

*Hypothesis 1b. Following AMJ's “Style Guide for Authors” has a positive relationship to publication*

## **Language**

- **Technical terms**

Define key technical terms that are used in your thesis. A technical term is a word or phrase that is not in a general-use dictionary with the meaning you ascribe to it. Put quotation marks around the first appearance in your paper of each technical term, or define it.

- **Abbreviations**

Avoid using abbreviations for the names of concepts. Use ordinary words for variable names - not code names or other abbreviations. Use the same name for a variable throughout your text, tables, figures, and appendixes.

Names of organizations and research instruments may be abbreviated, but give the full name the first time you mention one of these. Names of software and some databases may be abbreviated.

- **Sexist or biased language**

Avoid language that might be interpreted as denigrating. Do not use “he” or “she” exclusively. Using the plural - changing “the manager... he” to “managers... they” - is one solution; using “he or she” (“him or her”) is another.

- **Active voice and first person**

Write in the active voice (“They did it”) instead of the passive voice (“It was done”) to make it easy for readers to see who did what. Use the first person (“I” or “we”) to describe what you, or you and your coauthors, did.

## **Appendixes**

Present long but essential methodological details or other material that is used in your thesis but does not fit in the flow of your paper, such as the calculation of measures, in an appendix or appendixes. Refer to existing appendixes in your text.

Be concise. Label appendixes “APPENDIX A,” “APPENDIX B,” and so forth. A substantive title, such as “Items in Scales,” should follow. Label tables within appendixes “Table A1,” “B1,” and so forth.

## **Tables and Figures**

Number tables and figures consecutively (one series for tables, one for figures). Each table or figure needs an introductory sentence in your text. Figures, unlike tables, contain drawings (e.g., an arrow, boxes). Make sure your figures print out clearly. Figures as well as tables should be integrated in the text.

## **Citations**

These are your in-text, in parentheses, identifications of other research. Every work that has a citation needs to have a corresponding reference (see “References” below).

Examples:

**Name and year:**

Several studies (Adams, 1994; Bernstein, 1988, 1992; Celas, 2000a, 2000b) support this conclusion.

**Year only:**

But Van Dorn and Xavier (2001) presented conflicting evidence.

- **Order of citations**

Order citations alphabetically. Designate two or more works by one author (or by an identical group of authors) published in the same year by adding “a,” “b,” and so forth, after the year. See the “name and year” example above.

- **Multiple authors**

If a work has two authors, give both names every time you cite it. For three through six authors, give all names the first time, then use “et al.” in citations.

Examples:

**Two Authors:** (Worm & Fang, 2008)

**First citation:** (Foster, Whittington, Tucker, Horner, Hubbard, & Grimm, 2000).

**Subsequent citation:** (Foster et al., 2000).

**Seven or more authors:** Use “et al.” even for the first citation. The corresponding reference should give all the names.

- **Direct Citations**

Direct citations must contain a page number. Directly cited text must be indicated as such with the help of quotation marks.

Avoid excessive use of direct citations.

Example:

Writing a book is “a long and arduous task” (Lee, 1998: 3).

- **Citation with no author**

For an article with no author, cite the periodical as author.

For reports, handbooks, and the like, cite the “corporate author” that produced them. Such sources can also be identified informally. No corresponding reference will then be needed.

Examples:

**Periodical as author:**

Analysts predicted an increase in service jobs (Wall Street Journal, 1999).

**Organization as author:**

Analysts predict an increase in service jobs in the U.S. Industrial Outlook (U.S. Department of Commerce, 1992).

**Informal citation:**

According to the 1999 U.S. Industrial Outlook, published by the U.S. Department of Commerce, service jobs will increase.

- **Websites and electronic sources**

Identify an author of one of the types discussed above (human, periodical, or corporate). Use a regular citation (author, year). A corresponding reference should be given (see references).

Do not give web addresses as in-text citations!

## **References**

References are your entries in the alphabetical list that go after the main part of your thesis. This list should include only work you have cited.

It has proven useful to organize citations and references using reference management software such as EndNote. For further information, e.g., on training courses, please consult LMU's Library.

- **Order**

Alphabetize references by the last name of a sole author, a first author, or an editor, or by the name of a corporate author (for instance, U.S. Census Bureau) or periodical (such as the Wall Street Journal) if there is no human author or editor. Order works by an identical author by year of publication, listing the earliest first. If the years of publication are also the same, differentiate entries by adding small letters ("a," "b," etc.) after the years. Repeat the author's name for each entry.

- **Books**

Follow this form: Last names, initial (separated by a space). Year. Title (Boldface italic, capitalize only the first letter of the first word and of the first word after a long dash or colon.) City where published: Name of publisher. (For small U.S. and Canadian cities, follow the name of the city with the postal abbreviation for the state or province; for small cities in other countries, give the full name of the country.)

Examples:

Granovetter, M. S. 1965. *Getting a job: A study of contracts and careers*. Chicago: University of Chicago Press.

Kahn, R. L., & Boulding, E. (Eds.). 1964. *Power and conflict in organizations*. Glencoe, IL: Free Press.

Katz, D., & Kahn, R. L. 1978. *The social psychology of organizations* (2nd ed.). New York: Wiley.

National Center for Education Statistics. 1992. *Digest of education statistics*. Washington, DC: National Center for Education Statistics.

- **Periodicals**

Follow this form: Authors' last names, initials. Year. Title (regular type; same single capital rule as for books). Name of Periodical (boldface italic, title-style capitalization), volume number, issue number (in brackets), page numbers.

Examples:

Shrivastava, P. 1995. The role of corporations in achieving ecological sustainability. *Academy of Management Review*, 20(4): 936–960.

Nonaka, I. 1991. The knowledge-creating company. *Harvard Business Review*, 69(6): 96–104.

If an article has no author, the periodical is referenced.

Example:

*Harvard Business Review*. 2003. How are we doing? 81(4): 3.

- **Chapters in books, including annuals**

Follow this form: Authors' last names, initials. Year. Title of chapter (regular type, single-capital rule. In Editors' initials and last names (Eds.), Title of book (boldface italic, title-style capitalization): Page numbers. City (same rules as above): Publisher.

Examples:

Dutton, J., Bartunek, J., & Gersick, C. 1996. Growing a personal, professional collaboration. In P. Frost & S. Taylor (Eds.), *Rhythms of academic life*: 239-248. London: Sage.

Sutcliffe, K. M. & Vogus, T. 2003. Organizing for resilience. In K. Cameron & K. J. E. Dutton & R. Quinn (Eds.), *Positive organizational scholarship*: 94-121. San Francisco, CA: Berrett-Koehler.

- **Unpublished works**

These include working papers, dissertations, and papers presented at meetings.

Examples:

Duncan, R. G. 1971. *Multiple decision-making structures in adapting to environmental uncertainty*. Working paper no. 54-71, Northwestern University Graduate School of Management, Evanston, IL.

Smith, M. H. 1980. *A multidimensional approach to individual differences in empathy*. Unpublished doctoral dissertation, University of Texas, Austin.

Wall, J. P. 1983. *Work and non-work correlates of the career plateau*. Paper presented at the annual meeting of the Academy of Management, Dallas

- **Websites and electronic sources**

Websites, to which you refer in the text, are added to your reference list. Use the following format: Authors' last names, initial (separated by a space). Year. Title. Date of retrieval. Web address. Additionally and if known, give the full title of the work it is part of.

Please indicate the exact address, do not only state <http://www.sap-ag.de/germany/> but [http://www.sapag.de/germany/aboutSAP/press/press\\_show.asp?ID=627](http://www.sapag.de/germany/aboutSAP/press/press_show.asp?ID=627).

Posts on sites have usually also authors (possibly the company itself) and the contributions have usually a name.

Example:

Bernstein, M. 2002. 10 tips on writing the living web. *A list apart: For people who make websites*, 149. Retrieved January 31, 2010, from <http://www.alistapart.com/articles/writeliving>.

Hofstede, G. 2013. What about China? Retrieved January 07, 2013, from <http://geert-hofstede.com/china.html>.

## **Title**

Independent scientific work required for earning the Bachelor/Master of Science degree/

Seminar Paper

at the Munich School of Management

Ludwig-Maximilians-Universität München



**Institute for Leadership and Organization (ILO)**

**Prof. Dr. Martin Högl**

**Advisor:**

**(First and last name)**

**Submitted by:**

**(First and last name)**

**(Matriculation number)**

**(Program of Study + Exam Regulation)**

**(Semester)**

**(Address)**

**(Phone number)**

**(E-mail address)**

**(Place, Date)**