

Institute of Management & Organization

Writing Scientific Papers

Style Guide

**Version Professorship
Entrepreneurship and
Organization Studies**

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Types of Academic Papers

There are four types of scientific papers: seminar papers, essays, bachelor's, and master's thesis.

Seminar Paper

In a seminar paper, you identify and formulate a problem (or question) and offer the reader a well-grounded position based on recent scientific findings and theories. Based on the background literature and/or case material, you have to find an interesting issue that you explore in your paper. Formulate the issue in a manner that is relevant and interesting. Depending on the course, you write your seminar paper in a group or individually.

Essay

An essay is a short form of a seminar paper. The general approach is, therefore, similar to a seminar paper. You convey a well-substantiated point by theoretical reasoning and scientific evidence. It is important that you use recent scientific literature to support your arguments.

Bachelor Thesis

In a bachelor thesis, you need to demonstrate your capability of handling a problem by using scientific methods and theories within a given period.

The objectives of the thesis are:

- To make a study in depth of a topic which you are particularly interested in within the field of business studies
- To gain experience in planning, designing, executing and reporting a piece of individual research
- To gain experience in the processes involved in research, such as obtaining information from people and/or archives, securing their co-operation, analyzing and evaluating data, framing recommendations, and other methods of field study and data collection
- To learn how to communicate, via a report, complex ideas and information in a coherent and structured manner

Usually, your bachelor's thesis is written in the 6th semester. Further information (in German) can be found here:

https://www.leuphana.de/fileadmin/user_upload/services/studierendenservice/formulare/pruefung_college/20-09-10_Info_Bachelor-Arbeit_C.pdf

After you received your supervision agreement from the professor, you will discuss your ideas with him/her or one of the team members. Usually, you have to hand in a project proposal within the following two-four weeks. The proposal is useful to structure your topic and make yourself familiar with the specific body of knowledge and literature of your thesis. Afterwards, you can register your thesis at the examination office.

The project proposal encompasses three pages and should contain the problem statement (guiding questions: why is your topic of general and scientific interests? What is state of the art in your respective field? What issues or questions are still not resolved to justify your academic work?), the objective of your research (what is your contribution to the existing academic discussion?), the methodological approach (keep in mind that scientific rigor involves conceptual precision, testability, and the search for evidence) as well as a list of references.

Master Thesis

In a master thesis, you show that you are able to work independently on a complex scientific issue and demonstrate your capability to apply scientific methods and theories within a pre-defined deadline.

The objectives of the thesis are:

- To make a study in depth of a topic which you are particularly interested in within the field of business studies
- To gain experience in planning, designing, executing and reporting a significant piece of individual research
- To gain experience in the processes involved in research, such as obtaining information from people and/or archives, securing their co-operation, analyzing and evaluating data, framing recommendations, and other methods of field study and data collection
- To learn how to communicate, via a report, complex ideas and information in a coherent and structured manner

Here you can find further information about the master's thesis process:

<https://www.leuphana.de/en/graduate-school/organise-your-studies/masters-thesis.html>

After the agreement on a specific topic, you have to hand in a project proposal about your work within four to six weeks. The time frame depends on your agreement with your supervisor. This proposal serves to structure the topic and content of your thesis before registering at the examination office.

The project proposal encompasses three to four pages and should contain the problem statement (guiding questions: why is your topic of general and scientific interests? What is state of the art in your respective field? What issues or questions are still not resolved to justify your academic work?), the objective of your research (what is your contribution to the existing academic discussion?), the methodological approach (keep in mind that scientific rigor involves conceptual precision, testability, and the search for evidence) as well as a list of references.

To support you in writing your proposal, we offer a colloquium twice a month where you can present your ideas and suggested proceedings and discuss open questions with the department's staff and other students. Attendance on at least three dates is mandatory. The date of your presentation is fixed in consultation with your academic advisor. We highly recom-

mend additional participation in the colloquium and discussions. You should regard this colloquium as an essential learning forum of exchange.

More detailed information on the colloquium and current dates can be found on myStudy (<https://mystudy.leuphana.de/portal/home>) within the seminar's course overview.

General Requirements

The following standards apply to all types of scientific papers.

Length

If not otherwise specified, the respective scientific papers encompass the following amount of words (excluding title pages, indexes, annotations, bibliography, and footnotes):

- Master thesis: max. 27,000 (*60 pages*)
- Bachelor Thesis: ca. 13,500 (*30 pages*)
- Seminar paper: ca. 7,000 (*15 pages*)
- Essay: 1,000 (*max. 2-3 pages*)

Plagiarism Check and AI

Regardless of intent, the failure to provide proper acknowledgment of your use of another's work constitutes plagiarism. Plagiarism is defined as the submission or presentation of work, in any form, that is not a student's own, without acknowledgment of the sources. With specific regard to papers, a simple rule dictates when it is necessary to acknowledge sources. That source must be acknowledged if a student obtains information or ideas from an outside source. Another rule is that any direct quotation must be placed in quotation marks and the source immediately cited. To avoid the most common forms of inadvertent plagiarism, you should develop the habit of citing sources not only when you execute the final draft of a scholarly project but also when you take any preliminary notes for it.

By submitting your academic work, you agree that your paper may be checked for plagiarism with an automatic software program. Students found guilty of plagiarism will fail the paper or thesis and may be suspended from the university. Plagiarism is a serious case of academic misconduct that will not be tolerated and may include further disciplinary measures by the university beyond failing the class.

The integration of Artificial Intelligence (AI) software (for example Chat GPT) has become increasingly prevalent. While these AI tools can offer support for data analysis, grammar checks and content creation, their usage for any of these purposes needs to be transparently declared in your thesis, including the specific prompts or algorithms employed. This transparency not only ensures academic integrity but also allows for the reproducibility and scrutiny of findings. Moreover, students must diligently guard against plagiarism by properly citing the sources of AI-generated content and rigorously verifying the originality of their work. Since it is relatively easy for experienced readers to detect AI-generated text (including text that you may have written yourself, but then asked the AI to rewrite), and confirm such detections via available tools, your case will be forwarded to the examination board if such usage remains undeclared.

Furthermore, it is crucial to exercise caution when inputting data into AI systems, particularly sensitive or confidential information, to safeguard against breaches of privacy and confidentiality. For example, you cannot upload interview transcripts into AI software, as this violates an agreement of informed consent.

The following website provides additional information:
<https://www.leuphana.de/lehre/weiterbildung/details/das-ist-chatgpt-studierende-informiert-zu-reflektiertem-gebrauch-anregen.html>

Ethics

As you embark on your Bachelor's or Master's theses, it's important to prioritize ethical considerations throughout your research journey. Ethical guidelines serve as your guiding compass, steering you to conduct your research responsibly and with integrity. Firstly, ensure that your research design and methodology adhere to ethical standards set forth by the Institute for Management and Organization. Obtain informed consent from participants, with the agreement clearly outlining the purpose of your study, their rights, and how their data will be handled. We have prepared a consent form and an information sheet for this purpose (see website).

Respect participants' autonomy by allowing them to withdraw from the study at any point without repercussions. Safeguard confidentiality and anonymity, taking measures to protect participants' privacy and identities. Additionally, critically evaluate the potential impact of your research on individuals and communities, striving to minimize harm and maximize benefits. By upholding ethical principles in your thesis, you not only maintain the integrity of your research but also demonstrate your commitment to ethical scholarship and contribute positively to your field of study.

You can find further information here:

<https://www.leuphana.de/forschung/forschungskultur/ethikbeirat.html>

and contact your supervisor.

Making Research Open Access

Bachelor's and master's theses can be published via PubData if they have received a grade better than 2.5 and have a recommendation for publication from the respective reviewer. Further information can be found on the MIZ website at: www.leuphana.de/en/services/miz/research-publish/student-thesis-co.html.

You can initiate the submission of your dissertation or student thesis independently using the following link by logging in with your Leuphana account and following the instructions: <https://pubdata.leuphana.de/submit?collection=ffc82e3b-ddde-4b6f-957c-e8f7b3ac69d4>. After the final submission, your documents and information will be reviewed by the PubData team and, if necessary, enhanced with metadata before they are published.

PubData not only offers space for research data as well as dissertations and student theses, but also for various other literature publications such as books, journal articles, reports, working papers and term papers. In addition, alternative formats such as videos, podcasts, posters and much more can be published, as long as they were created in the context of Leuphana. The submission of these alternative materials can be started via the following link: <https://pubdata.leuphana.de/submit?collection=f3fed124-7088-4264-ab5c-12d6a168dd25>.

PubData is hosted and continuously improved by the Media and Information Centre (MIZ). We are very excited to make adjustments to the graphical user interface and to introduce new functions later this year. If you have any questions about using PubData, please do not hesitate to contact us at pubdata@leuphana.de.

Main Research and Writing Stages

Note that this process is not linear, but iterative! I.e. it involves frequent writing and re-writing, iterating between drafting and editing. Do not underestimate the importance of good style (grammar, spelling) and proper formatting. Therefore, make sure to have the paper proofread. Ask your friends and acquaintances or contact professional service providers to set a time frame for proofreading. You should also proofread the pre-final version paper again. Please note that even scientific papers can be written in a stimulating way and should arouse interest in reading.

- Complete reading (there is always a point to stop)
- Conduct any fieldwork (ensuring the appropriate research ethics approval has already been sought for any surveys or interviews etc.)
- Produce detailed chapter outlines with a bibliography
- Write
- Presentation (formatting) and conclusions
- Reflect, revise and redraft (check spelling and bibliography)
- Submit the final version for examination

Students often rush their conclusions, so it is advisable for your supervisor to see one draft chapter earlier on so that you can incorporate any feedback into subsequent writing. When writing, always ensure that your argumentation is as tight as possible and clearly presented. Each chapter and paragraph should logically follow the previous ones, and there needs to be a clear rationale for the structure. Feedback will mainly be given on a) the topic choice, structure and exposé and b) a draft chapter. Do not expect your supervisor to comment on your whole written thesis.

Structure and Layout

Structure

A typical traditional research thesis is usually broken into four to six chapters, including a short introduction and conclusion. The chapter structure helps break the thesis into manageable parts and ensures progression from one theme to another. The introduction spells out the focus of the study and its objectives or research questions, explaining why these were interesting to the author and 'locating' them in the field. It should also include an outline of the subsequent chapters. The introduction is then followed by a theory section, outlining the theoretical framework and specifying the status quo of knowledge and research gaps regarding the topic.

Whether your methodology is empirical or literature-based, there is usually a separate chapter providing an account and justification of the research design and methodology adopted. After the findings are presented, the discussion should reflect on the implications of your 'findings' for wider theory and where relevant, for practice, picking up themes about

the rationale of the study in your introduction. How the substantive chapters are organized will depend on personal preference and the nature of the research. However, you must ensure that your treatment is sufficiently analytical, integrating conceptual and empirical material.

The logical structure of your paper should be already transparent in the outline of your work. When structuring your master or bachelor thesis and seminar paper, the following components should be exhibited:

- Frontpage and title
- Abstract
- Table of Content
- List of tables and figures where necessary
- List of abbreviations where necessary
- Text body (introduction, main part, conclusion)
- Appendices where necessary
- Bibliography
- Affirmation

In general: A good paper tells a story. So, stick to your story and avoid subplots. Make clear what the main point /research question of your paper is. Furthermore, develop a macrostructure of your paper. For example, the order in which you present your reasoning and hypotheses can be used to structure the order in which you present your measures in methods, the order in which you present your results, and how you present your discussion.

The **title** of a scientific paper has to represent the whole. It should trigger interest in reading the work in its entirety. Metaphors, puzzles, a play on words, and even a song title are attractive ways of reaching your audience.

The **abstract** is a summary encompassing no more than 100 words, which offers the reader a short overview of the paper's objective, approach, and result(s). It includes information about the research question, theory, methods, results, and theoretical implications. Use short sentences.

The title and abstract initially attract your readers; the **introduction** (chapter 1) should strengthen their interest in your work. A good introduction establishes the direction and critical content of your paper. It provides a description of the research question or problem, objective, and approach. The problem depicts your paper's general theme, its relevance, and the current state of research. It is to be integrated within a greater thematic context. The description of the problem leads to a further formulation of the underlying objective. Within this part, you can call attention to special difficulties and their consequences coming along with your work. Finally, the approach outlines and rationalizes the thematic structure.

The following principles can help you to structure your introduction:

- State why your topic is of theoretical and/or practical importance
 - e.g.: Researchers agree that the ability to learn from experience is a key competence for business owners.

- State the theoretical gap that you identified in the literature
 - e.g., However, the issue of how business owners actually learn from experience is not yet fully understood.
- State what your research question / main point is
 - e.g., We suggest that [...] learning strategies help to understand the underlying mechanisms of [...] learning from experience and may provide an answer to the central question of our study: What processes turn experience into knowledge?
- State explicitly what your add-on value is
 - e.g., We seek to add to previous research by conceptualizing the learning strategies [...] and by relating these learning strategies to knowledge and success.

In other words, the Introduction introduces and raises the interest of the reader. So, start narrow and with the main issue. Do not provide an extensive overview or historical summary of the field. You can write one paragraph on the domain of interest, one paragraph on the gap in the literature and what your paper is about (your paper's purpose), then state your research question and state explicitly why your paper is important the add-on. Important: Stay with your main point throughout your paper.

The **main part** constitutes the core of your work. Here, you are discussing the particular problem or research question. A successful work is characterized by conclusiveness, thematic constancy, plausibility, and the right application of scientific methods. Adherence to definitions and a consistent way of analyzing the problem or research question are indispensable. The main part usually involves the theory section, the method section, and the results section. The way you structure your paper depends on the methodological approach that you use. Clarify with your supervisor or advisor the structure that you should use for your paper.

General rules are:

Be consistent!

- Do not use synonyms for technical terms!
- Use the precise word and stick to the word for your constructs (also tables, figures)!
- All variable names are exactly alike throughout the text!

Keep it simple!

- Prefer simpler to more complicated words!
- Use simple short sentences!
- Use active voice!
- Put statements in the positive form!
- Write with nouns and verbs!
- Write in a way that comes naturally!
- Do not use abbreviations!
- Test every sentence whether it is really related to the main topic!

- Use definite, specific, concrete language!
- Use examples, but examples should be supplemental and not substitutes for clear writing and theory.
- Write paragraphs that are longer than one sentence but shorter than one page!
- Any sentence should not be longer than three lines.

The **conclusion** includes a discussion and review of the underlying research question, approach, and results. Apart from possible limitations regarding results and approach, a prospect for additional research demand may be pointed out. In sum, the conclusion should remind readers of your contribution. If necessary, add some last thoughts which enhance the paper's significance.

Additional information, for example, essential methodological details, which are too extensive but help verify certain results or replicate a study, have to be summarized within an **appendix**. Be concise and avoid exact repetition of surveys. 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. Prefix a list of contents while continuing your page numbering.

Typical structures

A typical structure for **empirical** work is as follows:

1. Introduction
 - 1.1. Phenomenon/problem and relevance
 - 1.2. Research aim and question(s)
 - 1.3. Structure of the work
2. Conceptual and theoretical foundations
 - 2.1. Concept A
 - 2.2. Concept B
 - 2.3. Theoretical perspective
 - 2.4. (Preliminary) Conceptual framework
3. Methodology
 - 3.1. Research design
 - 3.3. Data collection
 - 3.4. Data analysis
4. Results/Analysis
5. Discussion
 - 5.1. Summary
 - 5.2. Main discussion points related to core results
 - 5.3. Future research
 - 5.4. Practical implications
 - 5.5. Limitations

6. Conclusion

A typical structure for **conceptual** work is:

1. Introduction
 - 1.1. Phenomenon/problem and relevance
 - 1.2. Research aim and question(s)
 - 1.3. Structure of the work
2. Theoretical and conceptual foundations
3. "Main part"
 - 3.1. X
 - 3.2. Y
 - 3.3. Z
4. Discussion
 - 4.1. Summary
 - 4.2. Main discussion points related to core results
 - 4.3. Future research
 - 4.4. Practical implications
 - 4.5. Limitations
5. Conclusion

Layout

If not otherwise specified, the following information refers to the entire text:

- DIN A4 paper in portrait format
- Margin: Left: 4 cm; right: 2 cm; top/bottom: 2.5 cm
- Write on one side of the paper
- Font: Times New Roman
- Font size: 12pt
- Line spacing within text: 1.5
- Line spacing within tables: 1.0
- Full justification
- Hyphenation
- Hanging indentation within directories or indexes
- Assume automatic settings regarding footnotes
- Pagination
- Within bibliography, additional space of 12pt after each paragraph or reference

Front Page

The front page should be designed as follows:

Institute of Management & Organization
Professorship of (e.g., Strategic Management)
Name of Supervisor (e.g., Prof. Dr. Markus Reihlen)

Master -/ Bachelor Thesis / Seminar Paper

>> Title <<

<Last name>, <First name>

<Date>

<Matriculation number>

<Course of Studies>

<Address>

<Post Code>

<City>

<E-Mail>

Pagination and Table of Contents

Place page numbers in the upper right corner. Directories before the actual text have to be paged in Roman style (I, II, ...) starting from the index. The text (introduction, main part, and conclusion), appendix, and bibliography are to be paged in Arabic style (1, 2, ...).

The index in front of your paper is supposed to give information on the structure, content and it reveals your way of reasoning. It refers to the respective number of the page of the paragraph. Please be sure to structure your index clearly and well-balanced in order to avoid overlapping contents.

Ideally, use no more than four levels of headings. Use boldface for all four. Don't skip steps, meaning any second-level headings before first-level headings. Use second-, third-, and fourth-level headings in sets of two or more. Thus, a second sub-chapter has to follow necessarily after a first one (i.e., If you have chapter 1.1, at least a second chapter 1.2 should follow - otherwise, you have only chapter 1.). You should ensure that the headings match precisely the wording in the text. Besides, each chapter or title is followed by text, meaning that there are never titles following each other with no continuous text in-between.

Directories, as well as appendices, are not part of the index. Construct a list of tables and figures as well as a list of abbreviations used and place it after the index.

The numeration of chapters does not end with a full stop.

Abbreviations

Abbreviations should be applied parsimoniously and thoughtfully. They are recommendable if it is common to use or substantial space can be gained, as long repetitions are avoided.

Avoid using them for the names

of concepts. Abbreviations that can be found in common dictionaries do not need to be included in the list of abbreviations. Whereas, any other thematic and specific terms have to be abridged as follows:

Example:	...Resource-Based-View (RBV)...
	...The RBV is...

According to this illustration, an abbreviation has to be introduced in brackets right after the first mention of the term. Then the abbreviation is applied only.

Figures and Tables

Tables display numeric or verbal information in a clear and compressed way. Every table is part of the text but should be comprehensible on its own. Any other forms of graphic illustrations rank as figures (schemes, diagrams etc.).

Tables and figures have to be numbered consecutively (one series for tables and another one for figures) and named appropriately. For each table or figure, center **"TABLE"** or **"FIGURE"** with a number ("**1**," "**2**," etc.) at the top of the table or figure. Put the title underneath, also

centered and boldface, but in upper- and lower-case letters.

Add the source of a figure or table in brackets right after the title. Differentiate between

- your own illustration, which is composed of neither an external content nor graphic form used by another author: (Source: Own illustration)
- an illustration, which you have designed by partly drawing on external contents or graphic ideas (Source: Following <author>, <year of publication>: <page>)
- an illustration, which is entirely extracted from another source: (Source: <author>, <year of publication>: <page>)

Example:

TABLE 1
Add your Title This Way (Source: Own illustration)

Each table or figure has to be introduced in your text.

Figures have to be drawn within a frame.

Please list all tables and figures in a suitable index at the beginning of your paper (after the index).

Footnotes

Footnotes comprise essential and complementary information. Their format is to be adopted from the automatic setting of your text processing program (usually font size 10pt, single-spaced, hanging indentation, etc.). Besides, footnotes have to be numbered consecutively with raised Arabic digits and separated from the text by a horizontal line at the bottom of the page. Within the text, footnotes are marked right after the full stop. If a footnote refers to a text within brackets or dashes, it is to be placed before the closing bracket or dash.

Citations

Positions, original thoughts, and other important demonstrations that you make use of in your paper have to be proved by citation. You can choose to either reflect on what the authors wrote or quote directly.

Reflect what authors said by adhering to the following guidelines:

- I. Citations are made by short indications covering the author(s), last name(s), and the respective date of publication. Every reference has to be found within the bibliography and vice versa.
- II. 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.
- III. If a paragraph or argument you are using refers to a specific passage within a source, mark this by adding the respective page numbers right after a colon within the cita-

tion.

- IV. 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. For *seven or more* authors, use “et al.” even for the first citation. (But the corresponding reference should give all the names.)
- V. For an article with no author, cite the periodical as an author.
- VI. For reports, handbooks, and the like, cite the “corporate author” that produced them.
- VII. Use a regular citation (author, year) if you can identify an author of one of the types discussed above (human, periodical, or corporate). If not, give the Web address that was your source in parentheses.

Examples:

- I. But Van Dorn and Xavier (2001) presented conflicting evidence.
- II. Several studies (Adams, 1994; Bernstein, 1988, 1992; Celas, 2000a, 2000b) support this conclusion.
- III. Writing a book is “a long and arduous task” (Lee, 1998:3).
- IV. **First citation**— (Foster, Whittington, Tucker, Horner, Hubbard, & Grimm, 2000).
Subsequent citation—(Foster et al., 2000).
- V. Analysts predicted an increase in service jobs (*Wall Street Journal*, 1999).
- VI. Analysts predict an increase in service jobs in the U.S. Industrial Outlook (U.S. Department of Commerce, 1992).
Or
According to the 1999 *U.S. Industrial Outlook*, published by the U.S. Department of Commerce, service jobs will increase.
- VII. This view was supported by FT.Com in 2007 (<http://www.ft.com/home/europe>).

Quotations

Quotations are literally adopted text lines from external sources. In general, direct quotes should be used sparingly and only if the exact wording appears to be important or strongly linked to the subject.

Short quotations containing no more than 40 words have to be marked by inverted commas and the respective citation (name of the author, year of publication, and page number) within your text.

Quotations with more than 40 words have to be justified as a separate and indented passage. The indention equals a side margin of 1,25 cm. The quote is to be written within inverted commas by using font size 10pt and single-space. Please remember the respective citation at the end of the quote (between the inverted comma and full stop).

Direct quotes need to be identical with the original text, in wording, orthography, and punc-

tuation.

In case you need to change certain parts within the quotations, please adopt the following approach:

- I. Omissions within the quote have to be marked by brackets and three suspension marks in between.
- II. Insertions, supplementations, explanations, and clarifications are added within square brackets.
- III. Own accentuations are italicized and followed by [emphasis added].
- IV. If mistakes within the original text are likely to lead to misconceptions, add the word *sic* in square brackets directly after the respective passage.

Bibliography

A bibliography at the very end of your paper summarizes all references used in alphabetical order. Every single citation within your text has to be named within the bibliography. The literature mentioned within this list is to be cited in an absolutely correct and complete form.

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.

Elements within the Bibliography

The formation of references, such as title or publication form, depends on the existing elements within a bibliography.

The following description gives an overview of the correct form of references.

Books

If the reference in question is a book, follow this form:

- Last names, initials (*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.

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

If the reference you want to add is a periodical, please refer to the following 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, *if needed*—see below): page numbers.

Include an issue number *only if every* issue of the referenced periodical begins with a page numbered 1. (Look at more than one issue to check). If an article has no author, the periodical is referenced.

Examples:

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

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

Business Week. 1998. The best B-schools. October 19: 86–94.

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

Chapters in Books and Annuals

Follow this form when referring to specific chapters in books or annuals:

- Authors' last names, initials.
- Year.
- Title of the chapter (regular type, single-capital rule).
- In Editors' initials and last names (Eds.),
- ***Title of book***: Page numbers.
- City (same rules as above): Publisher.

Examples:

Levitt, B., & March, J. G. 1988. Organizational learning. In W. R. Scott & J. F. Short (Eds.), *Annual review of sociology*, vol. 14: 319–340. Palo Alto, CA: Annual Reviews.

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.

Unpublished Works

Unpublished works include working papers, dissertations, and papers presented at meetings. Please adhere to the following examples.

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 nonwork correlates of the career plateau*. Paper presented at the annual meeting of the Academy of Management, Dallas.

Electronic Documents

With electronic documents, please remember to save them as PDF.

Include the following data:

- author's name, if known;
- the full title of the document;
- the full title of the work it is part of;
- the ftp, http, or other address;
- and the date the document was posted or accessed.

Example:

Purdue University (2009). *The owl at purdue*. Online <<http://owl.english.purdue.edu/owl/resource/560/01/>>. Effective 12.10.2009.

Evaluation Criteria

An outstanding scientific work is characterized by rich and significant content, efficient and adequate use of literature, and a rigor and intelligible methodology.

The following categories summarize key dimensions of how your academic work is usually evaluated:

Content

- Structural coherence (convincing and clear line of argument, ability to substantiate and discuss various statements)
- Originality of the content (development of something “new”)
- Reference to state of the art within the subject domain
- Significance and relevance of the content, i.e., abstracting and introducing one’s work as an important contribution to the respective scientific discussion (answer to the question “So what?”)
- Depth and consistency of claims (involving various sources and perspectives)
- Rigor of methodology (accurate application of research methods)
- Conclusion and deduction of workable implications as well as limitations

Use of literature

- Appropriate documentation of all researched information (within text and bibliography)
- Adequate citation of other’s work (regarding punctuation, spelling, and grammar)
- Relevance and quality of literature used (A journals vs. non-authored internet sources)
- Variety of literature (not overly dependent on one source)

Method

- Thoughtful and comprehensible choice of methods (constitute research methods, awareness of respective strengths and weaknesses)
- Clear articulation of theoretical grounding and derivation of propositions and hypotheses
- Adequate description of data collection, analysis, and interpretation
- Consideration of validity and reliability aspects

Concluding Remarks

The underlying guidelines help you structure and write in accordance with international scientific style guides. Keep in mind that the quality of your scientific paper is highly contingent on consistent compliance with formal requirements as well as an appropriate structure. Thus it is worth the time to craft your line of argument carefully.

Constantly reviewing and reworking your paper is crucial. Accentuate the dominant features of your work right from the outline of your work. Attract your audience for your ideas and contributions to the literature. Put yourself in their place.

In the end, you should reflect on some basic questions:

Are the headings informative when read on their own?

Are tables and figures comprehensible without consulting the text?

Is the paper’s basic message clear?

Is the paper easy to read, or are there typographical details impeding the reading flow?

Another important aspect of scientific work is the quality and appropriate amount of **literature** used.

One of the students’ main problems that occur, especially within their first scientific paper, is the reproduction of different sources of literature they read. Particularly basic and popular

topics that offer literature in a broad range bring those problems about. But please resist frequent direct citation because your paper should be more than a summary of others' thoughts and phrases. This would only show that you are able to search the appropriate literature, but it would not prove that you are capable of elaborating basic issues on your own and questioning them critically if necessary.

For this reason, it is worth arranging enough time to study the respective literature and formulate one's own ideas. Otherwise, you might tend to just copy the authors' phrases. First, reflect on the literature and then try to work up the different manners of presentation. This helps you to build up your own "mind map" that you think is appropriate for your topic.

Besides the general application of literature within your text, it is vital to regard your references with respect to quality and quantity. There is no general recommendation for the number of sources. But experience has shown that the quality of cited sources far better reflects the quality of the respective paper. "Good" references show a sophisticated approach to the topic. But in order to get a profound idea of the subject, a certain number of sources is necessary because only one who has read through many different texts can relate them and reveal those of higher quality.

The basic literature given by your instructor is a good starting point for researching further literature. It is, however, just a starting point and *not* sufficient for your paper since the particular research of qualified sources is expected as a basic personal contribution. Please keep in mind to prove your argumentation by means of high-quality scholarly sources. Scholarly sources are those that are read by experts in the field. In this sense, you are expected to understand, reflect, and utilize high-quality scholarly sources. A selection of highly recognized scholarly journals is listed below.

General Management Journals

- Administrative Science Quarterly
- Academy of Management Review
- Academy of Management Journal
- Academy of Management Annals
- British Journal of Management
- Business Research, now Schmalenbach Journal of Business Research
- Human Relations
- International Journal of Management Reviews
- Journal of Business Research
- Journal of Management
- Journal of Management Inquiry
- Journal of Management Studies
- Management Science
- Organization Studies
- Organization Theory
- Organization Science
- Organization
- Research in Organizational Behavior

- Research in the Sociology of Organizations
- Schmalenbach Business Review, now Schmalenbach Journal of Business Research
- Scandinavian Journal of Management
- Strategic Management Journal
- Strategic Organization

International Management Journals

- Journal of International Business Studies (JIBS)
- Journal of World Business
- Management International Review (MIR)
- Journal of International Management
- Global Strategy Journal (GSJ)
- International Business Review

Entrepreneurship/Technology/SME Journals

- Research Policy
- Journal of Business Venturing
- Entrepreneurship Theory and Practice
- Journal of Product Innovation Management
- Strategic Entrepreneurship Journal
- Entrepreneurship and Regional Development
- Family Business Review
- International Small Business Journal
- Journal of Small Business Management
- Small Business Economics

Psychology and Human Resource Management

- Journal of Applied Psychology
- Personnel Psychology
- Psychological Bulletin
- Journal of Personality and Social Psychology
- Journal of Organizational Behavior
- Organizational Behavior and Human Decision Processes
- Leadership Quarterly
- Journal of Vocational Behavior
- Current Directions in Psychological Science
- Psychological Science
- Annual Review of Psychology
- American Psychologist

- Journal of Occupational and Organizational Psychology
- Applied Psychology: An International Review
- European Journal of Work and Organizational Psychology
- Research in Organizational Behavior
- Human Relations
- Human Resource Management
- Human Resource Management Journal

Service Journals

- Journal of Service Research
- Journal of Service Management
- Journal of Professions and Organization

Business Ethics Journals

- Business Ethics Quarterly
- Business and Society
- Journal of Business Ethics

Research Methods

- Organizational Research Methods
- Psychological Methods

Management Journals in German

- Managementforschung
- Zeitschrift für Betriebswirtschaftslehre (ZfB)
- Zeitschrift für betriebswirtschaftliche Forschung (ZfbF)
- Die Betriebswirtschaft (DBW)

A first rough proxy for the quality of a journal is its rank in established journal rankings. While you find good scholarly articles even in lower-ranked outlets, it is still fair to say that, on average, the quality is higher in the top than the lower-ranked journals. In the following, we list some more established rankings.

The Journal Quality List von Anne-Wil Harzing (probably the most comprehensive list)

<http://www.harzing.com/jql.htm>

Journal Ranking des Verbands der Hochschullehrer für Betriebswirtschaft (VHB)

<https://vhbonline.org/vhb4you/jourqual/vhb-jourqual-3/>

Academic Journal Guide 2021-the guide to academic journals for scholars working across the diverse fields of Business and Management

https://www.researchgate.net/publication/352767191_Academic_Jour-

[nal Guide 2021 It was earlier ABS 2021 Ranking list](#)

Finally, it is of paramount importance to remark that the underlying guidelines represent a living document. Therefore, please do not hesitate to contact us in case you may find any mistakes or obscurities. In addition to this, our instructions should only be used in combination with your respective examination rules, which can be found on the Leuphana homepage.

Further Readings

For further readings, we highly recommend the following sources:

- Alvesson, M., & Sköldbberg, K. (2017). Reflexive Methodology: New Vistas for Qualitative Research. Sage. [for those interested in a “critical”/interpretivist research approach]
- Easterby-Smith, M., Thorpe, R., & Jackson, P. R. (2015). Management and Business Research. Sage. [a current handbook on various aspects of the research process; if you just take a look at one book, then this one]
- Harvard Business School (HBS). (2017). Citation Guide: 2017-18 Academic Year. Retrieved from <https://www.library.hbs.edu/Find/Guides/Citation-Management-Guides-Tools>
- Huff, A.S. 1999. Writing for scholarly publication. Thousand Oaks: SAGE Publications.
- Huff, A.S. 2009. Designing research for publication. Thousand Oaks: SAGE Publications.
- Minto, B. (2010). The Minto Pyramid Principle: Logic in Writing, Thinking, and Problem Solving (new and expanded ed.). Minto International.
- Müller-Seitz, G., & Braun, T. (2013). Erfolgreich Abschlussarbeiten verfassen: Im Studium der BWL und VWL. Pearson Deutschland GmbH.
- Müller-Seitz, G., & Danner-Schröder, A. (2017). Qualitative Methoden in der Organisations-und Managementforschung: Ein anwendungsorientierter Leitfaden für Datensammlung und-analyse. Vahlen.
- Skern, T. (2009). Writing Scientific English: A Workbook. facultas wuv.
- Thietart, R. A. (2001). Doing Management Research: A Comprehensive Guide. Sage. [an older, yet very comprehensive textbook]
- Van de Ven, A. H. (2007). Engaged Scholarship: A Guide for Organizational and Social Research. Oxford University Press on Demand. [a guide for participative forms of research for complex social problems]