UNIVERSITÄT KLAGENFURT

Institut für Unternehmensführung

GUIDELINE

Writing academic papers & theses

at the Department of Marketing and International Management

December 2021

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1 Introduction

The information provided here pertaining to write an academic paper/thesis is intended to serve as a guideline, which comprises fundamental criteria and specifications for the production of term papers, seminar papers, Bachelor's theses, and Master's theses at the Department of Marketing and International Management. At this point we would like to thank the Department for Media and Communications of the AAU for providing their citation guide. It was partly used as a basis for the present guide.

Additionally, however, students must adhere to the provisions as stipulated by the respective course instructor or Master's thesis supervisor.

It is difficult to recommend a specific length for different types of papers/theses. The usual recommendation for bachelor's theses is: 25 pages of main text plus preliminaries (cover page, sworn statement, table of contents, list of figures, list of abbreviations, etc.) plus epilogues (bibliography, supplementary table and figures, original materials, etc.). Exceeding the number of pages is usually not a problem, but falling short of the number of pages is. In the case that a Bachelor´s thesis is written in a team, a recommendation of 35 instead of 25 pages plus preamble and epilogue applies. For Master's theses the recommendation is: 60-80 pages main text plus preliminaries plus epilogues for theoretical master's theses and an even larger number of pages for empirical theses. Empirical papers are the rule for master's theses at the Department of Marketing and International Management, purely theoretical papers are only justified for very well-founded systematic literature reviews and are therefore only an exception if the supervisor agrees and the topic is deemed suitable for it.

The quality of an academic manuscript depends, amongst other things, not on its scope with regard to its number of pages, but on the breadth of literature consulted. However, it is rather difficult to define a generally applicable volume of literature. If further guidance is required in this respect, this should be discussed with the course instructor and/or supervisor.

It is, of course, possible, reasonable and desirable that students shall put forward their own suggestions for topics or shall define their own key areas of focus and emphasis in their work. These, as well as the relevant literature, should nonetheless be jointly agreed upon with the course instructor and/or supervisor. As the work progresses, regular contact with the supervisor is recommended to ensure that, for instance, a key area of focus, which may have shifted during the process of researching and writing, is comprehensively discussed.

In the case of any doubts relating to the content, the formal process, or in any other regard, students are also advised to seek the guidance of the course instructor. This applies generally to all courses taught in the Bachelor's and the Master's degree program, as wellas to scientific theses.

Please pay particular attention to the rules pertaining to the delivery and submission of papers/theses. Term papers and seminar papers must be made available to the course instructor in both printed and electronic form. The print version does not need to be bound, but should be handed in in a loose-leaf binder or folder: either directly to the supervisor or during the usual office hours in the secretary's office with Ms. Pirker (room S. 2.26). If the office is closed, the paper can also be dropped in the white mailbox in front of the secretary's office. Postal delivery is also possible. Please address the delivery to the supervisor with the following postal address: Name of supervisor, Alpen-Adria-Universität Klagenfurt, Institut für Unternehmensführung, Abteilung Marketing und Internationales Mangement, Universitätsstrasse 65-67, 9020 Klagenfurt am Wörthersee/Austria. The supervisor decides on the necessity of sending Master´s theses from abroad.

2 Formatting

The following guidelines apply:

General

- The page format is DIN A4.
- Times New Roman or Arial are suitable fonts, both in font size 12
- The left- and right-hand margins of the document are set to 2.5 cm.
- Page header: Title of the work and author left-justified (font size 10), page number right-justified (font size 12) including a line for separation from the text.
- Pay attention to letterpress when binding.

Front page

- No page header and no page numbering.

Table of contents and other directories

- The page counting is carried out by Roman numerals, starting with **"II"** (the first page is included in the counting, but is not shown).

Text part

- The line spacing is set to 1.5 lines.
- The "normal" font is font size 12.
- Use full justification (paragraphs that are aligned to both left and right sides).
- The page counting is carried out by Arabic numerals, starting with "1"
- Footnotes are single-spaced, using font size 10.
- Longer quotations (in excess of three lines) are indented and single-spaced.
- Pages must be numbered consecutively. There must be no page number on the cover page.
- Use full justification for the text and activate automatic hyphenation.
- Make use of the pre-sets offered by the respective word processing program to ensure consistent formatting of headings and to create indices such as a table of contents, a list of figures, and a list of tables.

- Insert page breaks between title page, affidavit, table of contents, list of figures and/or list of tables (if applicable), introduction, principal part, conclusion, list of references and appendices (if applicable).

Reference list & attachment

- The line spacing is set to 1 line. Insert a paragraph between the different references.
- Left-justified.
- The page counting is carried out continuously with the text part with Arabic numerals.

3 Structure

The lead text consists of the front page and the reference list. A list of figures, tables and abbreviations can be added if necessary.

4 Front matter

Title page, affidavit, table of contents, list of figures, list of tables or list of abbreviations (if applicable) represent the so-called front matter of the paper/thesis.

4.1 Title page

Every academic paper/thesis begins with a title page, which includes the following details:

<u>Seminar paper/ Bachelor's theses:</u>

- Name of the university (Alpen-Adria-University Klagenfurt)
- Faculty (Faculty of Economics)
- Department (Department of Business Management)
- Section (e.g. organization/human resources/management development)
- Course title
- Course number/Semester (e.g. summer or winter 20XY)
- Nature of the work (term paper, seminar paper, Bachelor's thesis, etc.)

- Type of course (e.g. SE, PS, etc.)
- Instructor
- Title of the seminar paper/Bachelor's theses
- Personal data
- First name(s), surname
- E-mail address
- Field of study
- Student/Registration number
- Date of submission

Diploma theses/Master's theses

- First name(s), surname
- Title of the Diploma theses/Master's theses
- Additive: "Diploma theses" or „Master's theses"
- Academic degree – Additive: "Submitted in Partial Fulfillment of the Requirements for the Degree of"
- Study
- Name of the university (Alpen-Adria-University Klagenfurt)
- Faculty (Faculty of Economics)
- (First) supervisor and optionally second supervisor
- Department (Department of Business Management)
- Course title
- Date of submission

A template of a title page for Bachelor´s theses is provided in the appendix to these guidelines. For Master's theses, the templates for the title page and the affidavit are provided in the student portal in the upload area for scientific theses.

4.2 Affidavit

Each paper/thesis must be accompanied by a personally signed affidavit, in which you declare that the work submitted is entirely your own work and that all sources used therein have been quoted conscientiously. Please visit https://www.aau.at/en/doctoral-programme/stages/completion-stage/uploading-and-submitting-the-thesis/ for more information.

4.3 Table of contents

The text must be structured to include separate sections and chapters. A table of contents including page numbers must precede the text and should follow the title page and the affidavit. A page number must be indicated for each separate numbered item. This provides an overview of the structure of the paper/thesis. Individual headings should be brief, concise and meaningful. The number of hierarchy levels used may vary and will depend on the overall scope of the work and on the topic. The table of contents must show how you understood, processed and implemented the topic. Attention should be paid to a logically, self-contained form and sequence. The central theme must be recognizable in the whole paper/thesis. Excessive use of subordinate levels should be avoided (do not exceed three levels). The decadic classification has to be used for structuring. As a general rule, students should adhere to the following: If a numbered item is introduced on a particular level, it must be followed by a second item on the same level (e.g.: 2.1., 2.2., …). The number of items varies, depend ing on the length of the paper/thesis. Generally, term papers and seminar papers com- prise four to six main chapters (incl. introduction and conclusion). A filter-like procedureis recommended (progressing from the general to the specific). Avoid the use of labels such as, e.g., “Main Part”, “Definitions”, “Theory”, or other, rather general terms such as, e.g., “Communication” or “Advertising”. The table of contents should be compiled with theaid of the automatic indexing function provided by Word. All indices (figures, tables, abbreviations, or literature) must also be included in the table of contents. However, the index headings should not be numbered in the text or in the table of contents. In addition, separations and (single) abbreviations in the headings have to be avoided.

e.g. 4.5 IT-professions = false

Abbreviations are allowed, if their meaning is included in the heading.

e.g. 4.5 Professions in the information technology = right

Headings of subsections must not coincide with the topic of the thesis and/or the headings of sub-items.

If a main-item or a sub-item is (further) subdivided, at least two sub-items must be formed.

e.g. If part **2** has to be subdivided, at least section **2.1** and **2.2** are required. For the subdivision of section **2.1**, at least the sections **2.1.1 and 2.1.2** are necessary.

4.4 List of figures and list of tables

It is necessary to compile a list of figures or a list of tables as soon as your paper/thesis includes more than two figures or tables. It has to be included in the table of contents, but without a preceding bullet point. Figures and tables must be listed in separate indices. If the number of figures and tables used in the paper/thesis is low, the list of figures and the list of tables may be displayed on one page. The respective lists include the numbers and titles of the figures and/or tables used, as well as the relevant page number where the item appears. All figures and tables presented in the text are listed in the order of their appearance and numbered consecutively.

4.5 List of abbreviations

It is necessary to compile a list of abbreviations as soon as your paper/thesis includes more than two abbreviations. It has to be included in the table of contents, but without a preceding bullet point. It is advisable to provide a list of abbreviations in alphabetical order. Though the inclusion of a list of abbreviations is optional, it is mandatory to introduce each abbreviation when it is first mentioned in the main body of the text. This means that the term is written out in full and the abbreviation is added in brackets. This does not apply to commonly used abbreviations like e.g., resp., etc. All abbreviations used in the text must be listed in alphabetical order.

The list of abbreviations also includes the abbreviations of the bibliography and the appendix, especially abbreviations of magazines such as “ZfB” or “zfbf”. If these journals are cited in the bibliography in abbreviated form, they must be mentioned in the list of abbreviations. In case of abbreviations for institutions, associations and organizations etc., which also have to be included in the list of abbreviations, the registered office has to be mentioned in addition:

e.g. IAB…………………Institut für Arbeitsmarkt- und Berufsforschung, Nürnberg

Abbreviations for „everyday life"-terms are not to be included in the list of abbreviations. These include "etc.", "e.g." or those for currencies (EUR, FF), dimensions (cm, mm) and weights (g, kg). The DUDEN is the guideline for determining the abbreviations for "everyday life". It is essential to avoid abbreviations for convenience.

5 Main text

The main text of the paper/thesis comprises the scientific discussion of your topic. It is composed of an introduction (Chapter 1), the structured and numbered chapters, and the numbered final chapter (Résumé, Summary, Conclusion, Prospects, or the like). Each of these parts should form a self-contained presentation within itself, and taken together they must follow a common thread. In addition to the text, it also includes figures and/or tables. After each heading, at least one paragraph must be written before the next heading.

FALSE	RIGHT
4.1 Leadership	4.1 Leadership
4.1.1 Leadership skills	Leadership is defined…
	4.1.1 Leadership skills

After the main chapters (e.g. 1 Introduction), no additional page breaks need to be made. It will be continued with the next chapter (e.g. 2 Structure). Especially short papers should not be "dissected". In this case it is recommended to subdivide only up to level 3 (maximum level 4).

In addition, the paper/theses should be written without any personal pronouns. Formulations like "we…", "Us…" or "I…" have to be avoided, unless you were explicitly advised by your course leader or supervisor to do so, e.g. in case of learnings or in the summary.

5.1 Structure of the main text

The page numbering of the text part – in Arabic numerals – starts with the "introduction", which is basically the first main point of the paper/thesis. **The introduction** has the task of guiding the reader towards the topic. Reference should be made, even at this early stage, to any relevant literature. Moreover, this section also includes the problem or question definition (the objective of the paper/thesis) as developed from the introduction to the subject, as well as a description of your approach to addressing the topic (details of the chapter structure).

In the **main chapters**, which are labelled with usefully descriptive headings, the topic is dealt with in a logical and stringent manner. The topic should be delineated in a way that is proportionate to the scope of the work and that is comprehensible for the reader. Chapters should correlate to each other and should jointly form a common thread. It is therefore recommended that appropriate transition passages should be developed to either commence or conclude each chapter. The relevance of each chapter for the problem or question definition should be clearly elaborated in each chapter.

The findings are presented in the **final chapter** of the paper/thesis, following a brief résumé of the core propositions developed in your work. You may wish to additionally offer a look ahead, including suggestions for possible future directions of study or identifying further implications of your work.

5.2 Citation format

Correct citation is one of the fundamental pillars of performing scientific work. There are many formally correct solutions to choose from. In the guidance offered here, certain citation rules are described below, which are strongly recommended, but they do not preclude other correct possibilities. However, within any given piece of work, **one** form of citation and bibliography must be applied consistently. In case you want to use another common citation style, you should ask your supervisor for approval before you start writing any text.

Quotations are the verbatim (direct quotation) or analogous (indirect quotation) reproduction of statements or utterances expressed by others. The quoted literature must be cited briefly in the footnote on the page it is used (brief reference). The complete set of bibliographical details (ex- tended reference) must be provided in the list of references. As a general rule, this also applies to online sources.

The brief reference consists of

- **Name of the author**

  If there are two authors, the names of the authors have to be separated by "/". If there are more than two authors, only the first is always listed with the addition "et al." (="et alii" = "et alteri")!

- **Year of publication**

  If different publications by the same author(s) are selected in the same year, the ongoing small letters "a", "b" etc. have to be added after the year of publication.

- **Page(s)**

  References should be precise and facilitate the retrieval. Therefore, the page numbers of the cited thought or fact always have to be indicated! If the page number is not specified, "n.p." = "no pages" must be inserted.

The complete information (long form, without page numbers) of the publication must then be included in the bibliography.

e.g. **Brief reference:** Solomon (2011), p. 95.

Extended reference: Solomon, M. R. (2011): Consumer Behavior. Buying, Having, and Being, 9th edition, New Jersey.

e.g. **Brief reference:** Bryman/Bell (2007), p. 289 f.

Extended reference: Bryman, A./Bell, E. (2007): Business research methods, 2nd edition, New York.

e.g. **Brief reference:** Shiu et al. (2009), pp. 401 ff.

Extended reference: Shiu, E./Hair, J./Bush, R./Ortinau, D. (2009): Marketing Research, New York.

If a source refers to the facts

- <u>within a page, the page must be indicated.</u>

  e.g. Cf. Schreyögg (1999), p. 9.

- of contiguous pages, a “f” = “following” is appended on the first page.

  e.g. Cf. Schreyögg (1999), p. 9 f.
- of more than two contiguous pages, an “ff” = “contiguous” is appended to the first page and “p.” should be replaced by “pp”..

  e.g. Cf. Schreyögg (1999), pp. 9 ff.
- on non-contiguous pages that are far apart from each other, the page numbers are connected by commas or by “and” (according to the procedure above).

  e.g. Cf. Schreyögg (1999), p. 9, pp. 56 ff. and p. 234 f.

5.2.1 Direct quotations

A direct quotation is the verbatim, true to the original reproduction of a passage taken from a text that is used as a source. It is placed between double quotation marks (“...”), written in italics and noted in the footnote without “Cf.”. Any deviation from the original must be indicated by the use of square brackets. For in- stance, if parts of a quoted sentence are omitted, this is indicated by the insertion of brackets with three dots: (...).

e.g. *„According to the functional understanding, an organization is seen as a function of corporate management .... in order to ensure that the company fulfills its purpose. (...) In the Gutenberg system, the operational performance process is thematized as a combination process of productive factors.“*[150]

Associated footnote:
[150] Schreyögg (1999), p. 5.

An own addition within a quoted text, such as exclamation marks “[!]” as well as verbs which are added to complete a sentence, must be indicated by the use of square brackets.

e.g. „...[to extend] to the arithmetical field, ...”

In the case of errors in the original text, these are also reproduced and marked as error by adding “Sic!” in brackets immediately after the error.

e.g. „... employee fedback (Sic!), that ...“

Own comments for explanations of a word or a fact used in the quotation are marked by the addition “note of the author” in brackets.

e.g. *„… qualitative (in contrast to the quantitative; note of the author) method …“.*

Cited in a quotation are apostrophized.

e.g. *„...the performance process and its control are 'deindividualized' ...“.*

If blockings or other highlightings are kept off, added or shown in a different form, this must be indicated in the footnote.

e.g. *„...fundamental to the **global** system ...“.* [151]

Associated footnote:
[151] Kaluza (1989), p. 9 (highlighting underlined in the original).

Citations in English are taken from the original. Citations in other foreign languages are translated in the progressive text. If necessary, the original must be reproduced in a footnote.

In general, direct quotations should be used sparingly. Their primary purpose is to reproduce definitions and succinct turns of phrase. A direct quotation should generally not contain more than two to three sentences. Longer and self-contained citations must be indented in the text and are displayed using single line spacing. If entire text passages, e.g. legal texts, are included in original, they should be added to the appendix.

5.2.2 Indirect quotations

Indirect quotations serve the analogous reproduction of the ideas of others or of significant passages of text, using one’s own words (paraphrase). Paraphrases/paraphrasing should be prevalent in a scientific paper/thesis. Of course, a bibliographical reference is indispensable to introduce and/or to conclude the paraphrase. It is not permissible to identify text passages that have been adopted (almost) verbatim as indirect quotations.

e.g. Strengths and weaknesses of industrial companies are determined with the help of the company analysis. To achieve this, information from the past, the present and as well as from forecasts regarding the future of the relevant industrial company is needed.[153]

Associated footnote:
[153] Cf. Kaluza (1989), p. 21.

5.2.3 Secondary citation

The 'second-hand' quotation is only permitted in exceptional cases, when the original source is generally not available or can only be obtained by means of a disproportionately great effort. Use of the inter-library loan service is deemed reasonable in any case! The frequent use of secondary citations is not permissible. In case of the use of secondary citation, the primary source is indicated first, followed by "quoted from" and the secondary source at the end.

e.g. "Even given the fear that corporations have disproportionate influence because of their ability to engage in 'deep-pockets' spending, they do not dominate the opinion arena, and may even be at certain disadvantages because of their apparent size and questionable credibility."[154]

Associated footnote:
[154] Cf. Heath (1992), p. 318, as cited in Toth (2000), p. 127

In the example provided, Heath (1992) is the unavailable original source, which is cited according to the available source, Toth (2000). Note: old before new! The list of references must include an extended reference for *both* sources (complete set of bibliographical details).

If formulations like "Luhman is of the opinion that …" are used in the text and not the primary source (Luhmann) is cited, both the secondary and the primary source of the quotation must be indicated.

If several authors are compared in a source, it must be indicated in the footnote as follows:

e.g. [159] Cf. Kaluza (1989), pp. 133 ff. and the cited literature and Wildemann (1987), p. 12.

It is recommended to use secondary quotations very sparingly or to switch to other authors in the literature.

5.2.4 Citation of legal sources

When citing legal texts, it is unusual to put the cited paragraph in the footnote. The information is included directly in the text.

> e.g. According to § 4 Abs. 1 BAO, the tax claim arises as soon as the fact is realized, to which the law attaches the duty to pay.

In the case of comments, the listing in the bibliography is analogous to monographs. Within the text or a footnote, it is usually quoted without a page number. Instead of this, it is referred to margin numbers (Rz), text numbers (Tz) or comments (note).

5.2.5 Notes on the brief reference

In the case of texts co-authored by several authors, the names are connected by oblique:

> e.g. "Social media has changed the traditional marketing methods which is a one-way flow of information (for example, television and radio) while encouraging a two-way communication flow. The use of social media allows easy sharing of information to a wider audience while increasing brand awareness and promoting company's products and services."[155]
>
> Associated footnote:
> [155] Cf. Ogbuji/Papazafeiropoulou (2016), p. 4.

If you are quoting from a text with more than three authors, only the first author is named, and the others are indicated by et al. However, the list of references must include the full names of all authors.

"In a world of constant change and progress, business management must not stop but is in need for subsequent adaption."[156]

> Associated footnote:
> [156] Cf. Diehl et al. (2013), p. 353.

If you are quoting from a contribution to an anthology, name the author(s) of the contribution in the brief reference, rather than the editor(s) of the book. This also applies to quotations taken from the introduction!

If you are quoting from a journal article, name the author(s) of the article, rather than giving the journal's name or naming the editor(s).

5.2.6 Position of the source citation in the text

Source citations serve as a frame of reference for the reader and indicate the original source of a thought. They ensure that statements can be properly reconstructed and verified. For this reason, it is essential to specify the precise position of the source citations within the text.

Source citations that refer to individual words or phrases are placed immediately after these occur. If a citation refers to a single word or a group of words, it follows these directly:

... "systems of functional and emotional values"[157]

Associated footnote:
[157] Cf. Vernuccio (2014), p. 212.

In contrast, if the source citation refers to an entire sentence or part of a sentence, it precedes the full stop that concludes the sentence or the part of the sentence:

e.g. ... considered [158]

Associated footnote:
[158] Cf. Toth (2000), p. 121.

e.g. ... describes [159], but ...

Associated footnote:
[159] Cf. Toth (2000), p. 122.

If you are conveying thoughts taken from a publication over the course of a longer paragraph, you should ideally indicate the source at the beginning. Using linguistic expression (e.g. use of the conjunctive or repeated citation of the source), it must be made clear, which passage the citation refers to. The reader must always be able identify which ideas originated from which author:

e.g. Signitzer (2001, 31f.) is of the opinion, that health communication can be seen as an applied area of the communication studies, which lacks basic research. He further criticizes the missing link between health and communication – here a clear argumentation and successful establishment is necessary, at least according to him.

Source citations in itemised lists represents a special case. Care should be taken to ensure that the source citation follows the final itemised point. Moreover, please ensure that all itemised points are displayed on one page.

e.g. The following stakeholder strategies can be distinguished:

- Stakeholder information strategy
- Stakeholder response strategy

Stakeholder involvement strategy [160]

Associated footnote:

[160] Cf. Morsing/Schultz (2006), p. 77.

5.3 Footnotes

Footnotes serve to provide substantive additions and comments. In other words, for the most part, they contain information which is not directly related to the train of thought presented in the text, but which is conducive or necessary for supplementary instruction. They can also be used to provide a general reference to websites. Footnotes should be articulated as full sentences. Each footnote begins with a capital letter and ends with a full stop. Footnotes are indicated in the text by superscript Arabic numerals (font size 10), which are consecutively numbered for the whole text. The position of the number before or after a punctuation mark shows whether the footnote refers to a word, a group of words. a part of a sentence, the entire sentence or an entire paragraph.

If the footnote refers to a word or a group of words, the superscript number is placed directly after it.

e.g. … organizational development [160]

If the footnote refers to a sentence or a part of a sentence, it is positioned after the punctuation mark that ends the sentence or part of the sentence.

e.g. ... was asked. [161]

…asked, [162] if …

If the footnote refers to an entire paragraph, it is positioned at the end of the paragraph after the punctuation mark that concludes the last sentence.

e.g. … to the organizational development.[163]

Every paragraph has to be cited explicitly. Own thoughts or practical links are excluded. They have to be written down in a separate, not quoted, paragraph. This should show that they are thoughts from the author and not from the literature.

It also has to be avoided to cite several paragraphs in a row from the same source. Furthermore, formulations such as „ibid.", "for this" and „in the following" are not allowed to be written in the footnotes.

The position of footnotes in lists should also be taken into account. In this case the superscript number is placed at the last bullet point. In addition, both the preceding sentence and at least the first bullet point belong on the same page.

e.g. Three core processes are distinguished:

- Task core process
- Social core process
- Individual core process[164]

Associated footnote:
[164] Cf. Rieckmann (2005), p. 77.

Lists (especially with many sub-items) have to be used very sparingly; it is recommended to formulate them if possible. The footnotes have to be separated clearly from the text by a horizontal, short line and be written in font size 10 with one-line spacing. The actual text of the footnote is preceded by the corresponding superscript Arabic number. If footnotes extend over more than one line, the other lines must be indented. Footnotes are treated as separate sentences, they – after the (consecutive) number – start with capitalization and ends with a point (exclamation or question mark, if applicable). If the footnote ends with the addition "p." or "pp.", this point counts as the end of the sentence.

Following examples illustrate the statements about the footnotes:

165 Cf. Kaluza (1989), pp. 133 ff. and the literature cited there and Wildemann (1987), p. 12.

166 Cf. Wildemann (1987), pp. 13 ff.

5.4 Figures and tables

Figures and tables serve to emphasize the line of reasoning pursued in the text. Consequently, the written text must refer to figures and tables. In other words, figures and tables are not a substitute for text, but rather they must be discussed and explained. Each figure or resp. each table is numbered (unless there is only one single figure or table in the paper/thesis), and includes a heading and a source citation.

Figures (and tables) are to be numbered consecutively with Arabic numerals. Images must always be framed. The title of the images is directly below the frame (centered, bold, font size 10) and follows the abbreviation "Fig."(or "Tab."). The source is given in the footnote with the addition "Source".

Four cases can be distinguished depending on the degree of change in the figures:

1. In its original form: (scan, own creation on the computer, etc. (in its original form)
   e.g. Source: Schreyögg (1999), p. 31.
2. Small changes: Addition: „(slightly modified)"
   e.g. Source: Schreyögg (1999), p. 31 (slightly modified).
3. Major changes, but the basic message remains unchanged: Addition: „Based on"
   e.g. Source: Based on Schreyögg (1999), p. 29.
4. Self-developed figures/tables. In this case there has to be a note that the figure/table was created by the author himself/herself. Please explicitly use the word "author" and not your own name or the name of the group.
   e.g. „Source: Author".

The source citations for any figures or resp. tables not of the author's own making must be included as extended references in the list of references.

Figures or tables should support the statements of the written text. Therefore, it is absolutely necessary to refer to the figures/tables in the written text, but the mentioning of the abbreviations “Fig.” (or “Tab.”). within the text should be disclaimed. One or two sentences are usually sufficient. You can find examples in the appendix of this document.

A precise designation of the columns and rows of a table, the axes in a coordinate system, the courses of individual curves and the correctness of the content are assumed.

Please pay particular attention to legible, “clean” and “straight” positioned images with integrated copies. Illustrations, that are – e.g. due to a bad copy – unreadable or difficult to read, are rated as non-existent. Figures, that should not necessarily be included in the text, but still contain additional information worth knowing, should be placed in the appendix.

5.5 Abbreviations

Abbreviations should be used sparingly. When they appear in the text for the first time, they must be explained in principle (if they do not belong to those used in “everyday life”). This is done e.g. with brackets, hyphens or in a footnote.

e.g. a) Definitions of the acronym CIM (Computer Integrated Manufacturing) found…

b) Definitions of the acronym CIM - Computer Integrated Manufacturing – found…

c) Definitions of the acronym CIM [167] found...

Associated footnote:

[167] Computer Integrated Manufacturing.

The abbreviations are to be included in the list of abbreviations and have to be explained there again.

5.6 Plagiarism

Plagiarism is the theft of intellectual property. It is a serious violation of the general principles of scientific work. Consequently, in the case of plagiarism, the paper/thesis will receive a negative assessment without exception.

The following examples count as instances of plagiarism:

- The literal adoption of one or more passages of text without corresponding source citation (text plagiarism).
- The reproduction or paraphrasing of a line of thought, whereby words and the structure of the sentence of the original are changed in such way that the origin of the thought is blurred (plagiarism of ideas).
- The translation of ideas and text passages from a foreign language text without citing the source.
- The adoption of metaphors, idioms or elegant linguistic creations without citing the source.
- The use of quotations found in a work of secondary literature to support one´s own argument, whereby the quotations themselves are documented, but not the used secondary literature (quotation plagiarism).
- The appearance of a person as a (co-)author in cases where it is proven that this person has not contributed to the published work.
- Not to name a person when publishing a work, who has evidentially contributed to this work.

Further information about good academic practice at the AAU and good practice in scientific writing in general (see e.g., the guideline of the American Psychological Association) is available online at:

https://www.aau.at/en/research/research-profile/good-academic-practice/

https://apastyle.apa.org/style-grammar-guidelines/citations/plagiarism

5.7 Gender-neutral use of language

The appropriate use of gender-neutral language is one of the fundamental pillars of scientific work nowadays, and represents a formal standard at the Department of Marketing and International Management. Therefore, care must be taken to maintain gender neutrality in all written work.

Helpful tips for a gender sensitive language can be found online:

- For German native speakers writing a scientific piece of work in English (explanation of gender neutral language use in German):

https://www.allesprachen.at/blog/gender-neutrales-englisch/
https://www.business-spotlight.de/sprachratgeber-business-englisch-lernen/gendern-im-englischen

- For all other native speakers writing a scientific piece of work in English (explanation of gender neutral language use in English):

https://www.skillsyouneed.com/write/gender-neutral-language.html
https://writingcenter.unc.edu/tips-and-tools/gender-inclusive-language/
https://writingcooperative.com/how-to-make-your-writing-more-gender-inclusive-1961686124f3
https://www.aje.com/arc/writing-gender-neutral-language/

5.8 Other formal aspects, which require attention in the main text

Obviously, care should be taken to ensure that correct spelling is used throughout the text. The spell-checking function of your word processing program will help you to eliminate serious typing errors such as transposed letters. Please note, however, that grammar, punctuation and other potential sources of error such as, e.g., word repetitions, are not tracked in a fully adequate manner! The safest way to identify typos and inadvertent mistakes is to read the printed manuscript carefully several times and to ask someone else to proof-read it for you. In addition to traditional dictionaries, several online resources such can provide assistance with correct English spelling. Furthermore, we recommend that you avail yourself of the services provided by the AAU Schreibcenter (writing skills centre).

To distinguish titles of works (book, essay, film, etc.) and proper nouns (institutions, organisations, programmes, etc.): For each separate category you should consistently use a separate form of distinction, e.g. double quotation marks or italics, e.g. *YouTube*, *Dialektik der Aufklärung*, *Österreichische Gesellschaft für Kommunikationswissenschaft*.

Accentuations or emphases in the text should be highlighted by means of italics. The use of bold print is reserved for the title and the headings.

Please be consistent in your use of double and single quotation marks in either the English or the German language – do not mix the style of quotation marks!

German marks	„...“ ‚...‘ (Attention: do not confuse with the apostrophe ...’...!)
English marks	“...” ‘...’

The Duden only recognises simple (half) quotation marks in the case of quoting a text that already bears quotation marks.

“Health communication should promote the ‘common good’.” (Witte 2010, p. 87)

However, in academic texts, simple (‘...’) quotation marks are frequently also deployed to distinguish inauthentic, ironic expressions from actually intended proper quotations (“…”).

6 Back matter

The end of the academic work/thesis should be characterized by a summary, i.e. a résumé of the main work results, was well as an outlook, i.e. references to problem areas that remained open or guidance to further questions.

The back matter of an academic paper/thesis consists of the bibliography and the appendix. In addition, it is possible to add further directories – such as a subject index – after the bibliography but before the appendix. Usually this is not be expected in the context of a seminar.

6.1 Bibliography

The purpose of the list of references is to provide a complete listing of the sources given in the thesis. The information of the sources must be correct and complete in order to enable that the sources can be found quickly and without any doubt.

In principle, all literature sources cited in the academic paper/thesis has to be included in the bibliography of the thesis – and only this literature! Sources that have supported you a lot in working on your topic, but you have not quoted, do explicitly not belong in the bibliography.

The following sources are permitted for scientific work: specialist books, compilations (as a whole and essays from compilations), magazines, newspapers and some special forms. In this case, different information is required for clear identification. The source is generally given in long form with single line spacing and is terminated by a point. The aim is to enable a quick retrieval based on the sources cited in the text, under figures/tables and in the appendix in abbreviated form.

e.g Solomon, M. R. (2011): Consumer Behavior. Buying, Having, and Being,, 9th edition, New Jersey.

Bryman, A./Bell, E. (2007): Business research methods, 2nd edition, New York.

6.1.1 Specialist books (Monographs)

Monographs are non-periodic publications written by a single author or by a group of authors.

The following information in the long form is required:

- **Name of the author and abbreviated first name of the author**
  All involved authors have to be listed by name in the form of "author´s name, abbreviated author´s first name"; two or more authors´ names are separated by "/". If the author´s name is not given, it should be quoted with "o.V." = "without author" instead.

- **Year of publication**
  The year of publication is given immediately after the author´s name (in round brackets). If the year is missing, it has to be quoted with "(n.d.)". If an author cites two books with the same year of publication, these must be numbered alphabetically.

- **Title**
  The complete title has to be listed true to the original. If there is a subtitle, it must be separated from the title with a "." (unless it is otherwise stated

in the original).

- **Volume**
  If the publication consists of several volumes, the corresponding volume number with the addition "Vol." has to be given for each of them. If there is a special volume title, it must be cited after the abbreviation. "Vol." the volume number and a ":". Information such as "conference transcript 2" or similar, are to be adopted in the same way as mentioned above.

- **Edition**
  If exists at least a second edition of the publication, the addition "edition" and the corresponding edition number has to be given from this point of time. In addition, information such as "revised", improved", "newly edited" and "expanded" edition have to be given.

- **Place of publication**
  If there is only one place of publication, this has to be given; if there are more places of publication, they have to be connected by "/". If no place of publication is given, "no place" is used.

e.g. Solomon, M. R. (2011): Consumer Behavior. Buying, Having, and Being, 9th edition, New Jersey.

6.1.2 Collective editions

Collective editions are non-periodic publications published by a single editor or in association. They usually consists of articles by various authors that have been collected and published on a specific topic. Collected works as a whole have to be treated like specialist books in the long form with the addition "ed.".

e.g. Shankar, V./Carpenter, G. S. (eds.)(2012): Handbook of Marketing Strategy, Cheltenham/Northhampton.

6.1.3 Articles of collective editions

For articles from collective editions, the following information is required in long form in the bibliography:

- Name of the author of the article (see long text books)
- Year of publication: The year of publication have to be put in round brackets after the name. If the year is missing, enter "(n.d.)" ="(no date)".
- Title of the article (see long form textbook): The title of the article is followed by a comma to separate the article and the collective edition and the addition "in:" as a transition.
- Collective edition cited in short form
- Page numbers of the article in the collective edition: The number of the beginning and the end of the page have to be specified unconditionally. The starting page number with the addition "ff." is not sufficient. Therefore you should make sure during the literature research that the corresponding page numbers don´t "get lost". If the pages are still missing, please indicate "n. p.".

e.g. Varadarajan, R. (2012): Strategic marketing and marketing strategy, in: Shankar/Carpenter (2012), pp. 9 – 27.

If an article is cited from a collective edition, the collective edition as a whole also has to be included in the bibliography. Then it is considered to be cited even it is not explicitly mentioned elsewhere. When citing the source in the short form, only the author of the article and the date of publication have to be indicated.

e.g. Cf. Folkers (1998), pp. 187 ff.

6.1.4 Journals

Journals are periodical (quarterly, monthly,…) publications. They contain technical articles by various authors and are of great importance in science due to their topicality.

The following information in the long form is required:

- **Name of the author** (see long form specialist books)
- **Year of publication:** The year of publication is put in parentheses after the name.

If the year is missing, enter “(no year)”.

- **(Article) title (see long-form specialist books):** The (article) title is followed by a comma and the addition “in”.
- **Name of the journal:** The original name of the respective journal has to be indicated. Attention: If journals are cited in an abbreviated form (e.g. “ZfB”), the original abbreviation has to be included in the list of abbreviations.
- **Year (volume):** The year – in the English literature “volume” – provides information about the tradition of the journal. The year information can usually be found in every issue of the corresponding journal or in library catalogues. If the year cannot be found out, the information must be deleted without replacement.
- **Issue number:** The issue number (if available) has to be listed after the year, otherwise after the name of the magazine in round brackets. In the case of monthly publications, these are the numbers from “1” to “12”. If the month is counted according to the name of the month, Arabic numbers have to be indicated. Note: There is a variety of counting types. The journal Harward Business Review (HBR) appears only six times a year. According to the above scheme, the “January – February” issue has the number “1”, the “March – April” issue the number “2”, … If the issue number is missing, the date of publication has to be used.
- **Pages** (see long-Form collective editions).

The following example illustrates the statements on the citation of articles from journals:

e.g. Paradice, D.B./Fürst, W.L. (1991): An MIS Data Quality Methodology Based on Optimal Error Detection, in: Journal of Information Systems, 5 (1), pp. 48 - 66.

The short form is created analogously to the procedure for monographs and compilations.

Database articles are no online sources and are cited and treated like journal articles; don´t indicate a URL!

6.1.5 Online sources

Sources from the internet have to be listed alphabetically under a separate point “Online Sources” in the bibliography. The information given in reference books, compilations and journals have to be included. In addition, the exact source (URL – Uniform Resource Locator) and the date of the download are indicated. When citing, page references are only required if the page break is specified in the original document, e.g. for Adobe Acrobat documents (.pdf). If no author is known, the website name or the institution must be indicated.

e.g. AIS (1997): Association for Information Systems: Third Americas Conference on Information Systems in Indianapolis, Indiana on August 15-17, Online Conference Papers, Waco,
URL: http://hsb.baylor.edu/ramsower/ais.ac.97/program.html (28.12.2006).

Gimlin, D./Rule, J. (1996): Computing and Social Change: Employment and Efficiency, Russell Sage Foundation, Washington,
URL: http://epn.org/sage/rsjrul.html (11.1.2007).

Jansen, W./Jägers, H.P.M. (1997): Information Technology as a Design Parameter. Towards Integrating IT and Organization (Design) Theory, in: AIS (1997),
URL: http://hsb.baylor.edu/ramsower/ais.ac.97/papers/wjansen.htm (17.1.2007).

6.1.6 Special forms

Special forms are, for instance, yearbooks, (e.g. statistical yearbook) or laws. In this case, consistent, adequate sources have to be indicated analogous to the explanations mentioned above. If you have any difficulties, please contact your supervisor.

If you have agreed with your supervisor to use APA style as your citation rule, please see the following link for more information:

https://apastyle.apa.org/style-grammar-guidelines/references/examples

6.1.7 Sources that are not appropriate for citing

Sources that have not been published are not appropriate for citing:

- Wikipedia and similar websites
- Popular magazines and mass media such as Kronen Zeitung, News etc.
- Advertising folder
- Scripts, course slides and school books

- Seminar papers and Bachelor Thesis
- Diploma Thesis (exception: the diploma thesis was published in a book)

6.1.8 Order criteria for the bibliography

The sources listed in the bibliography have to be classified according to the following criteria.

It is sorted alphabetically according to the authors. In the case of more than one publication by an author, the following categories – in the order I, II, III – are sorted:

I author (alone)
II authors / co-authors
III author et al.

Monographs, compilations as a whole, articles from compilations, articles from magazines or newspapers as well as special forms are treated equally.

Each of the three categories (I, II, III) is sorted chronologically according to the year of publication. If an author cites several works with the same year of publication, the letters a, b, c, … are appended to the year of publication and arranged accordingly.

The bibliography is <u>not</u> to be sorted according to the type of publication (monographs, journals, etc.), but <u>alphabetically</u> according to the author.

6.2 Appendix

The appendix is reserved for further supporting documents that are relevant within the context of the paper/thesis, such as diagrams, questionnaires, interview guidelines, transcripts, or legal texts.

7 Additional guidance in scientific writing

The following publication is a particularly useful reference book and is strongly recommended for further support in scientific writing:

Skern, T. (2011): Writing Scientific English. A Workbook, 2nd edition, Wien.

The AAU university library hosts a permanent reference shelf devoted to the topic of "writing academic texts" or, respectively, on "writing", which includes many relevant general and specific reference books.

In addition to the citation guidelines explained in detail in this guide, there is also the alternative of using the APA style in agreement with the supervisor. However, when choosing the APA style, the number of pages must be indicated for citations.

Appendix 1: Example of the front page of a Bachelor´s thesis

Alpen-Adria-Universitaet Klagenfurt

Faculty of Economics

Department of Business Management

Department of Marketing and International Management

Course instructor: Mag.[a] Maxima Musterfrau

Seminar: Marketing and International Management

Course number: 602.503, SS 2021

BACHELOR´S THESIS

Title of the thesis

Max Mustermann

E-mail: max.mustermann@edu.aau.at

Field of study: Economics

4th semester, registration number 0109011

Date of submission: 01.12.2021

Appendix 2: Examples of figures and tables in the text

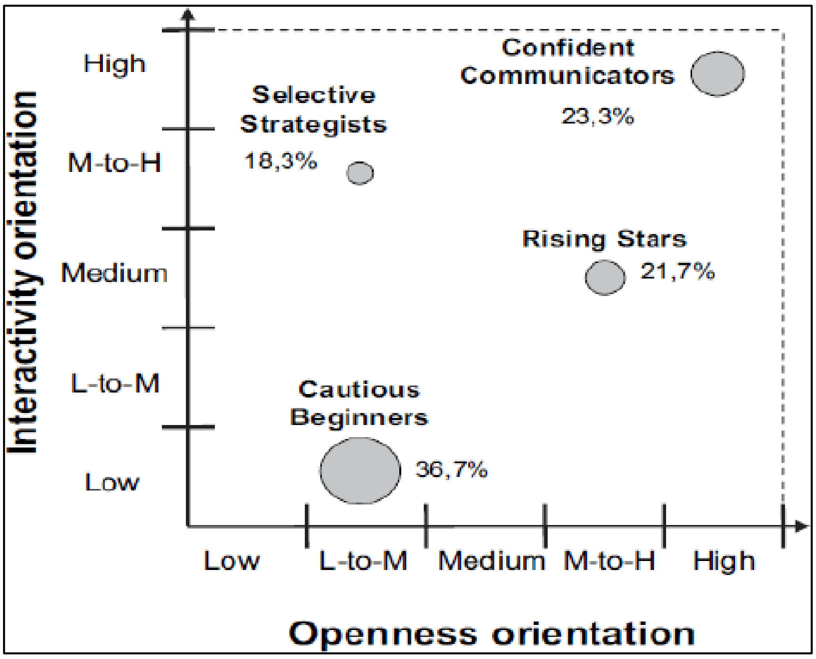

Figure 1: Cluster diagram[1]

Associated footnote:

[1] Source: Vernuccio (2014), p 225.

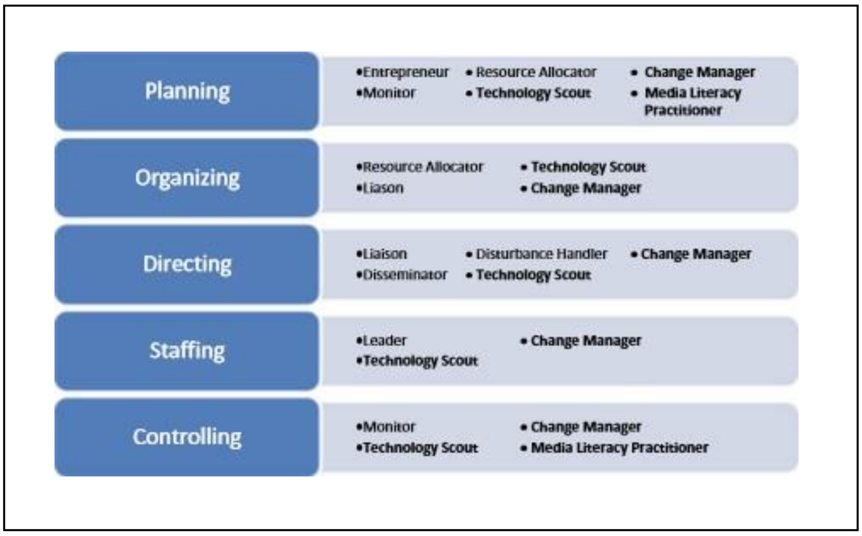

Figure 2: Management roles in different management levels[2]

Associated footnote:

[2] Source: Based on Mintzberg (1980), p 91 f.

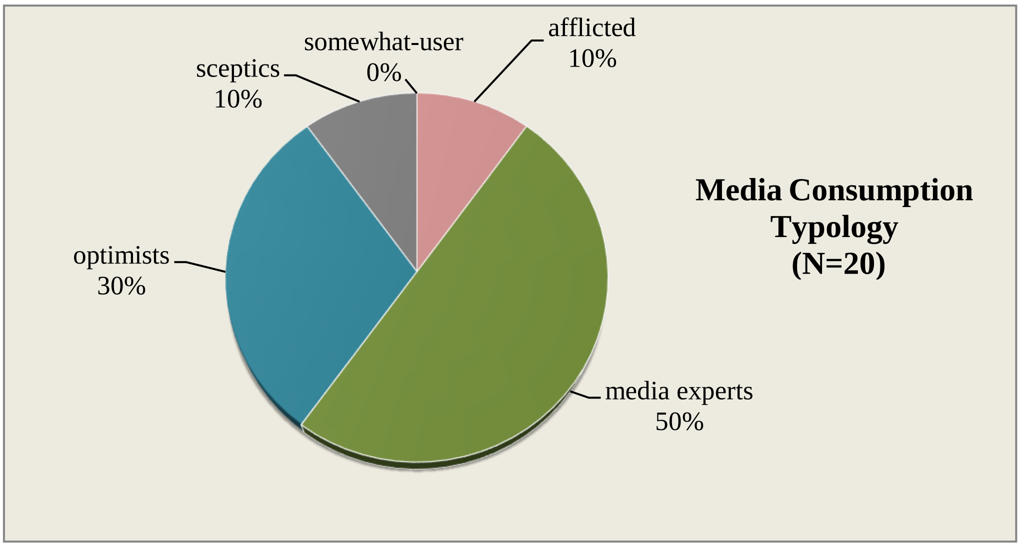

Figure 3: Media Consumption Types (own illustration)

Associated footnote:
[2] Source: Own illustration

	Customer value proposition	Profit formula	Key resources	Key processes
Brokering between industries e.g., Chipmaker	Possibility to build cross-industry products and services based on a toolkit-like approach	Sales of the platform to third parties; indirect success participation	Broad product and service know-how, which spans technological boundaries	Scalable production; experienced B2B processes
Opening up the ecosystem e.g., Devicemaster	Extension of products and services toward customer segments from different markets, using network effects	Application use; directly linked to customer base	Strong core product and brand name, which can be leveraged in another industry through marketing investments	Fast and agile production pipeline; established customer feedback system
Attacking head-on e.g., PhoneLine	Extension of product and service portfolio for existing customers, with the purpose of building and sustaining customer loyalty	Complementary products and services as driver for profit in core business	Strong and established technological infrastructure; large customer base; strong brand name in service business	Established, dynamic customer relationship management systems; fast and agile marketing platform

Table 1: Three archetypal business models[1]

Associated footnote:
[1] Source: Hacklin et al. (2013), p. 28.

Place	Space
Concrete	Abstract
Safety	Freedom
Standstill	Movement
develops from experiences/routines	Impersonal
place of residence/home	State

Table 2: Differentiation place – space[2]

Associated footnote:
[2] Source: Based on Streit (2011), p 81.

Age	Number	
	m	f
20 – 30	3	2
31 – 40	3	4
41 – 50	4	4
Total	10	10

Table 3: Age and Sex of the interviewees[3]

Associated footnote:
[3] Source: Own illustration

Appendix 3: Example of a Bibliography

Aichner, T./Jacob, F. (2015): Measuring the Degree of Corporate Social Media Use, in: International Journal Of Market Research, 57(2), pp. 257-275.

Alden, D. L./Steenkamp, J. B. E./Batra, R. (1999): Brand positioning through advertising in Asia, North America, and Europe: The role of global consumer culture, in: Journal of Marketing, 63(1), pp. 75–87.

Backer, T.E./Rogers, E.M./Sopory, P. (1992): Designing Health Communication Campaigns: What works?, London.

Bharadwaj, S. G./Tuli, K. R./Bonfrer, A. (2011): The impact of brand quality on shareholder wealth, in: Journal of Marketing, 75(5), pp. 88–104.

Bryman, A./Bell, E. (2007): Business research methods, 2nd edition, New York.

Doole, I./Lowe, R. (2008): International Marketing Strategy. Analysis, development and implementation, 5th edition, London.

Duncan, T. R./Stephen, E. E. (1993): Client Perceptions of Integrated Marketing Communications, in: Journal of Advertising Research, 33 (3), pp. 30-39.

Esper, T. L./Ellinger, A. E./Stank, T. P./Flint, D. J./Moon, M. (2010): Demand and supply integration: A conceptual framework of value creation through knowledge management, in: Journal of the Academy of Marketing Science, 38(1), pp. 5–18.

Harrington, N. G. (ed.) (2014): Health Communication. Theory, Method, and Application, New York.

Kim, I./Han, D.,/Schultz, D. E. (2004): Understanding the Diffusion of Integrated Marketing Communications, in: Journal of Advertising Research, 44(1), pp. 31-45.

Mintzberg, H. (1994): The fall and rise of strategic planning, in: Harvard Business Review, 72(1), pp. 107–114.

Moss, D./Verčič, D./Warnaby (eds.) (2000): Perspectives on Public Relations Research. Routledge Advantages in Management and Business Studies, London.

Navarro, A./Acedo, F. J./Robson, M. J./Ruzo, E./Losada, F. (2010): Antecedents and consequences of firms' export commitment: An empirical study, in: Journal of International Marketing, 18(3), pp. 41–61.

Peterson, R. A./Brown, S. P. (2005): On the use of beta coefficients in meta-analysis, in: Journal of Applied Psychology, 90(1), pp. 175–181.

Shankar, V./Carpenter, G. S. (eds.)(2012): Handbook of Marketing Strategy, Cheltenham/Northhampton.

Skern, T. (2011): Writing Scientific English. A Workbook, 2nd edition, Wien.

Solomon, M. R. (2011): Consumer Behavior. Buying, Having, and Being, 9th edition, New Jersey.

Stanley, J. P./Micael, J. T. (1998): International Marketing, 3rd edition, New York.

Theodosiou, M./Leonidou, L. C. (2003): Standardization versus adaptation of international marketing strategy: An integrative assessment of the empirical research, in: International Business Review, 12(2), pp. 141–171.

Zou, S./Cavusgil, S. T. (2002): The GMS: a broad conceptualization of global marketing strategy and its effect on firm performance, in: Journal of Marketing 66 (4), pp. 40–56.

Online-Sources

AIS (1997): Association for Information Systems: Third Americas Conference on Information Systems in Indianapolis, Indiana on August 15-17, Online Conference Papers, Waco,
URL: http://hsb.baylor.edu/ramsower/ais.ac.97/program.html (28.12.2006).

Gimlin, D./Rule, J. (1996): Computing and Social Change: Employment and Efficiency, Russell Sage Foundation, Washington,
URL: http://epn.org/sage/rsjrul.html (11.1.2007).

Jansen, W./Jägers, H.P.M. (1997): Information Technology as a Design Parameter. Towards Integrating IT and Organization (Design) Theory, in: AIS (1997), URL: http://hsb.baylor.edu/ramsower/ais.ac.97/papers/wjansen.htm (17.1.2007).