

Guidelines for Writing Bachelor/Diploma Theses

Structure of Bachelor/Diploma Theses:

- Title page (see attachment: sample title page)
- Table of contents (see attachment: sample table of contents)
- Tables of figures, tables (if necessary) and abbreviations (if necessary)
- Body of the manuscript (max. 30 (Bachelor) /80 (Diploma) pages, see attachment: sample text)
- Appendix (if necessary)
- References (see attachment: sample references)

Formatting Issues:

- **Paper format** DIN A 4, 1,5-spaced and printed on one side of the paper
- **Margins:** one-inch margins on all sides (equivalent to 2,5 cm on all sides)
- **Font (body of the manuscript):** Times New Roman, 12 pt, justify, 1,5-spaced
- **Pagination:** The title page gets no page number. Tables of contents, figures, tables and abbreviations get roman page numbers. The text body is paginated with arabic numbers. All page numbers are inserted in the footer (right hand side, 10 pt Times New Roman, single-spaced).
- **Footnotes:** Please use footnotes for citations and additional information that you do not want to include in your text; Times New Roman, 10 pt, justify, single-spaced.
- **Figures and Tables**, that are as large as or even larger than a single page need to be included in the appendix; smaller figures and tables can be inserted in the body of the manuscript. Please add a footnote with the information from which source the figure or table has been adopted or whether it has been created by yourself (see attached sample figures and tables).

Structure and Table of Contents:

The table of contents provides a short overview on the issues that you refer to in your paper. Please use Arabic numbers for the headings at the various levels (see attached sample).

Headings and page numbers in the text body need to correspond exactly to the information provided in the table of contents.

Literature Search:

- Look at **scientific journal articles!** A list of highly ranked management journals is attached. You do not need to take further journals into consideration.
- Use the **literature databases** that are available at the FU Berlin. Use key words for your search that best describe and match your specific topic.

Citations:

- Use footnotes with arabic numbers:
 - Indirect: Cf. Name (Year), p. x.
 - Direct: Name (Year), p. x.
- Examples:
 - Indirect: Cf. North/Weingast (1989), pp. 803 ff.
 - Direct: Keupp et al. (1990), p. 23 f.
- Several studies from the same author in the same year:
 - Cf. Luhmann (1999a), p. 13.
 - Cf. Luhmann (1999b), p. 120 f.

Each footnote ends with a full stop.

- **References** (see attached sample):
 - a) Books, e.g.:**
Bronner, R. (2001): Grundlagen der Unternehmensführung. Edingen 2001.
 - b) Book chapters, e.g.:**
Barney, J. B./Arikan, A. M. (2001): The Resource-based View: Origins and Implications. In: Hitt, M. A./Freeman, R. E./Harrison, J. S. (Eds.): The Blackwell Handbook of Strategic Management, Oxford, pp. 124-179.
 - c) Journal articles, e.g.:**
Larsson, R./Bengtsson, L./Henriksson, K./Sparks, J. (1998): The Interorganizational Learning Dilemma: Collective Knowledge Development in Strategic Alliances, in: Organization Science, Vol. 9, pp. 285-305.
 - d) Internet citations:**
See, e.g., <http://www.apastyle.org/learn/faqs/cite-website.aspx> or <http://www.apastyle.org/learn/faqs/web-page-no-author.aspx> or <http://www.apastyle.org/learn/faqs/cite-website-material.aspx>.

The title page, tables of contents, figures, tables and abbreviations, the body of the manuscript, all figures and tables as well as the references and the appendix must be placed in a single electronic file written in MS Word (preferably 2003 or higher).

Electronic files (both Word and pdf) of the final manuscript on a CD-ROM are required with two printed papers.

Freie Universität Berlin
School of Business & Economics
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Titel

“Knowledge Management in Strategic Alliances: Creation, Transfer, and Retention of
Knowledge in Interfirm Relationships”

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submitted to
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Sample Table of Contents

Contents

Contents	I
Figures and Tables	II
1. Introduction	1
2. Conceptual framework	2
2.1 Knowledge sharing	2
2.2 Knowledge transfer	3
2.3 Knowledge creation	3
3. Analysis of studies	5
3.1 Studies on knowledge sharing	5
3.1.1 The impact of knowledge sharing on knowledge creation	5
3.1.2 The influences of social network ties on the knowledge-sharing process	8
3.1.3 The effect of using shared knowledge	12
3.2 Knowledge transfer	17
3.2.1 The moderating effect of causal ambiguity	17
3.2.2 The moderating role of trust in effective knowledge transfer	20
3.2.3 Knowledge transfer through inheritance	24
3.3 Knowledge creation	27
3.3.1 Knowledge creation through sharing information	27
3.3.2 Synergies through different types of knowledge	30
3.3.3 Existing knowledge and the creation of new capabilities	33
4. Conclusion	36
Appendix	39
References	44

2.3 The Existence of the Multibusiness Firm from a Resource-based Perspective

Multibusiness firms apparently have a significant advantage over a number of stand-alone businesses due to the promise of synergies. Since firms comprise a variety of resources, different types can be identified. In fact, multibusiness firms do not all diversify in the same way. Thus, the concept of relatedness and the way it is defined, play an important role for the success of synergy-seeking strategies and the synergistic effects that can be generated. Hence, different types of resources and diversification, and the concept of synergy will be described below.

2.3.1 Types of Resources within the Multibusiness Firm

Since different types of resources may play different roles in the pursuit of synergies and might require different functions of corporate headquarters, a closer look at them appears necessary. In literature a wide range of categorization schemes can be found, following Penrose's (1959) original distinction between physical, tangible, and human resources.¹ It can be criticized that the categories are sometimes overlapping and that they do not directly refer to Barney's criteria for strategic relevance. Priem/Butler (2001a) argue that insufficient categorization efforts lead to an all-inclusive character of resources. Consequently, the scheme developed by Miller/Shamsie (1996) who distinguish between *property-based* and *knowledge-based resources*, will be preferred here. It can be highly appreciated from a resource-based perspective because it takes barriers to imitation into account.² (...)

Considering potential sources of knowledge, one can distinguish between *internal* knowledge which is accumulated within a firm through processes such as R&D, and *external* knowledge which is derived from external partners' inputs (e. g., suppliers, customers).³ (...), the following knowledge features can be identified:⁴

- *Transferability* is a critical feature regarding sustainable competitive advantage. Tacit knowledge or knowing how to apply only observable but hardly codified skills or expertise cannot easily be transferred, because it involves costs, time, and uncertainty. Yet, it requires special attention due to its potential to generate a distinctive competitive

¹ Cf. Penrose (1959), pp. 24 f. Other categorization schemes can be found, e.g., in Barney (1991), Collis/Montgomery (1995) and Bamberger/Wrona (1996). Cf. also Priem/Butler (2001a), p. 32.

² Cf. Miller/Shamsie (1996), p. 521.

³ Cf. Foss/Pedersen (2001), p. 12. Due to a more inward-looking approach the latter will not be taken into account here, because it rather refers to *interfirm* knowledge-sharing.

⁴ Cf. Grant (1996a), pp. 109 ff.

Sample Text

advantage.⁵ In contrast, explicit knowledge or knowing about things can be verbalized and, hence, quite easily be transferred.

- The *capacity for aggregation* partly influences the success of a knowledge transfer. It can enhance both the transmission and receipt of skills and capabilities.
- *Appropriability* means that a source unit requires a return that corresponds to the value of the resource that it has made available to another unit. Knowledge cannot be appropriated through market transactions, except for property-based resources such as patents. Owing to firm-specificity, the allocation of returns to knowledge and the size of investment in new knowledge are difficult to estimate.
- *The knowledge requirements of production*: All business activities and even physical resources, such as machines or equipment needed for production, depend upon knowledge that is inherent in them. Thus, it can be considered as the most important input in production.⁶

Whether specialized knowledge can be integrated and if a sustainable competitive advantage can be derived from jointly utilized knowledge-based resources, might depend upon a firm's type of diversification.

2.3.2 The Resource-based View and Diversification

Multibusiness firms unify a number of distinct businesses that could exist independently from each other under one corporate umbrella or, put differently, under a corporate parent which consists of a hierarchy of managers on different levels, various functions, and staffs that are outside of these businesses. (...) The introduction of the M-form was beneficial in delegating administrative tasks and responsibilities for single products or product lines, or geographically dispersed markets to divisional offices. As a reaction to intensified competition, companies continued diversifying during the 1960s and 1970s. Some of them spread their activities into related areas, others tried to become successful in completely unrelated fields. Thus, conglomerates consisting of a large number of businesses that were operating in entirely different areas, came into being. Because of a decline of performance in the 1980s, the success of diversification strategies was more and more questioned, and in the 1990s, many companies started concentrating on their core competencies.⁷ (...)

⁵ Cf. Martin/Salomon (2002), p. 8; see also Grant (1996b), p. 377.

⁶ Cf. Liebeskind (1996), p. 93. Although employees and hence their knowledge are mobile, the latter is not only judged as one of the firm's key success factors but also as long-lasting. Cf. Hall (1993), pp. 616 f.

⁷ Cf. Chandler (1991), pp. 33 ff.

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Sample Figures and Tables

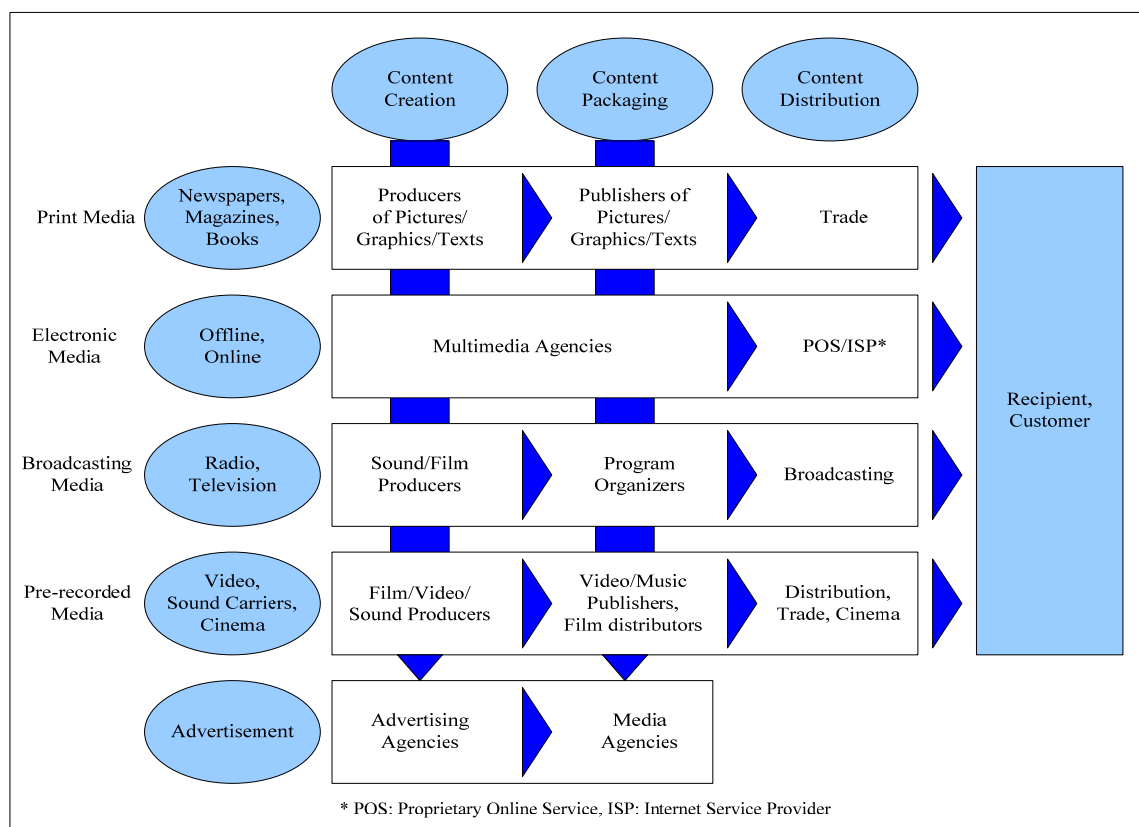


Figure 1: The Value Chain of Media Companies⁸

Company	Sales volume	Losses	Debts	Equity capital		Market value
	in billion \$	in billion \$	in billion \$	in %	in billion \$	
AOL Time Warner	38,2	-4,9	22,1	61,1	98,0	49,5
Walt Disney	25,3	-0,2	14,9	52,8	23,1	35,4
Vivendi Universal	24,9*	-12,0	12,9	32,9	40,0	18,2
Viacom	23,2	-0,2	11,4	70,4	63,9	66,1
Bertelsmann	14,2	+0,8	0,4	26,0	3,8	**
News Corporation	13,8	-0,4	6,1	60,3	27,7	23,0

*only media sales, ** non-public stock corporation

Table 1: The Six Most Influential Media Companies Worldwide⁹

⁸ Slightly modified figure adopted from Hacker (1999), p. 162.

⁹ Self-developed table containing data adopted from Steinkirchner (2002), p. 46.

Selected Management Journals

1. SMJ – Strategic Management Journal
2. AMJ –Academy of Management Journal
3. AMR –Academy of Management Review
4. ASQ – Administrative Science Quarterly
5. JoM - Journal of Management
6. OrgSc - Organization Science
7. MSc - Management Science
8. JoMS - Journal of Management Studies
9. SO - Strategic Organization
10. OrgSt - Organization Studies
11. JEBO - Journal of Economic Behavior and Organization
12. JLEO - Journal of Law, Economics and Organization
13. Journal of Business Venturing
14. JoMa - Journal of Marketing
15. JMR - Journal of Marketing Research

Please use the following literature databases available at FU Berlin
(digital library: <http://www.fu-berlin.de/bibliothek/index.html>):

- EBSCO Business Source Premier
- JSTOR
- ScienceDirect