

FREIE UNIVERSITÄT BERLIN

School of Business and Economics

Department of Management

Junior Professorship of Management & Diversity

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**Guidelines for Writing Scientific Papers
(Seminar-/Bachelor-/Masterthesis)**

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1 **General Advice**

Masterthesis

With their Masterthesis, students can earn 24 ECTS. The text should not exceed a word count of 16.000 words (excluding title page, table of contents, appendix, reference list). Notes for submission: Students should submit their thesis upon deadline as two printed copies and one electronic version at the university's examination office.

Bachelorthesis

With their Bachelorthesis, students can earn 12 ECTS. The text should not exceed a word count of 9.000 words (excluding title page, table of contents, appendix, reference list). Notes for submission: Students should submit their thesis upon deadline as two printed copies and one electronic version at the university's examination office.

Seminarthesis

With their Seminarthesis, students can earn 6 ECTS. The text should not exceed a word count of 5.000 words per student (excluding title page, table of contents, appendix, reference list). The Seminarthesis can be a part of a research seminar. Mainly it is designed for preparation and learning for the Bachelor- or Masterthesis. Sometimes a Seminarthesis can be prepared in a group of students. Please note that for the different parts, it must be indicated properly which student has prepared what! One exemplar must be printed and tacked on the left side and one exemplar must be in electronic version.

Additionally it is mandatory for every applicant to attend the "training for finalists" (Finalistenschulung) at the library. The Email contact is: auskunft@wiwiss.fu-berlin. Please submit a certificate of attendance together with your application documents to Prof. Weiss.

2 **Fundamentals for Writing Scientific Papers**

What is important for writing a scientific paper?

- A strong and specific research question
- Transparent and consistent way of working
- Clear link to existing theory
- Actuality of the topic
- Concrete contribution to current research in the field

3 Project- and Time Management

3.1 Pre-Arrangement

- Find someone who can help you
 - o for proof-reading and to correct your work (grammar, spelling, argumentation, maybe an English native speaker if you plan to write in English)
 - o for discussing your analysis and results
- Prepare your workplace

3.2 First Step

- Initial literature overview
- Selection of promising articles/journals etc.
- Develop a purposive idea/ comprehension for your thesis and research question
- For BSc and MSc Theses: Please compile a 3-page thesis proposal, in which you summarize the main purpose and research question (if possible the hypotheses), the theoretical background, as well as your methodological approach (literature review or empirical thesis(quantitative or qualitative analysis))
- First draft of table of contents

3.3 Second Step

- Prepare a time schedule for developing your thesis
- Systematic search for literature and selection of literature based on concrete keywords
- Assessment and evaluation of the significant literature
- Substantive editing of the research question

- Prepare data collection instruments (program online survey, experiment)
- Collect data

3.4 Third Step

- Data Analysis: can the hypotheses be confirmed, are there any additional, relevant results that can inform your research question?
- Writing of theoretical background, preparation of Appendix, figures, tables, etc.
- Create bibliography and check for uniform citation
- Correction
- Layout and printing

4 Literature Search

4.1 Basics of Literature Search

Reliability and actuality of the source:

Look for **scientific journal articles!** A list of highly ranked management journals can be found below. Use the **literature databases** that are available at the FU Berlin. Use keywords for your search that best describe and match your specific topic (e.g., *leadership, teamwork, job attitudes, diversity...*).

International, high-ranking Journals:

- AMJ – The Academy of Management Journal
- AMR – The Academy of Management Review
- ASQ – Administrative Science Quarterly
- Journal of Management
- Organization Science
- Journal of Organizational Behavior
- Journal of Applied Psychology
- Leadership Quarterly
- Human Relations
- ...

This is just an exemplary list of journals, depending on your specific topic you might want to consider different target journals. Check out the recent VHB-Jourqual ranking

for an orientation. (VHB-JQ3; Allgemeine BWL, Organisation/Personal: <https://vhbonline.org/vhb4you/vhb-jourqual/vhb-jourqual-3/gesamtliste>) as well as the Australian ABCD journal quality list (<https://abdc.edu.au/research/abdc-journal-list-2/>)

4.2 Documentation of Literature Search

In order to keep your literature review organized and informative, it is important to document your search. One way for documentation consists of the following data: name of database, used keywords and search strings, limiters, date of access, execution of search.

The first step can be to use the keywords of your research question/thesis. Search with the identified keywords in different databases like EBSCOhost, FU.Primo, or Google Scholar. Once you found a relevant article, take a look inside the reference list and identify other related and possibly interesting articles. You can also refer to articles that cite the respective work. It is also helpful to look for recent comprehensive literature reviews as these provide an overview of other relevant articles. Note that this so called ‘snowball’ tactic should always be subsequent to a proper literature search.

4.3 Selection of Relevant Literature

In further processing the literature found, a suitable selection choice needs to be made (in addition to the criteria mentioned above), which should be based on the relevance to the particular research question at hand. The time required for the literature search should not be underestimated, as it constitutes a solid and important foundation for a research paper.

What you should have in mind when reviewing the literature for possible selection:

- What is the current debate about? What is the state of research? What solutions / approaches already exist to my problem?
- Critical reflection of the articles read (any gaps, limited generalizability, contradictory results etc.)?
- Do other solutions/ideas already exist somewhere that can be helpful for the discussion of my own research question?

5 Preparation of the Selected Literature

5.1 Text Evaluation

- Skim texts (start with the abstract to decide whether the article might be relevant)
- Identify keywords and highlight them
- Structure the texts, read and recognize their outline
- Summary, e.g. in a corresponding table:
-

Author	Year	Journal	DV	IV	Hypothesis	Results	Method	Major findings

DV = Dependent Variable

IV = Independent Variable

5.2 Evaluation of the theoretical and practical contribution of the article

- What novel contribution does the article make towards the general topic?
- What details does it provide about my specific problem?
- Does it raise criticism about the issue? What is the view of the author?
- On what sources does the author rely? Are these sources also interesting for my work?
- What kind of future research topics do the authors suggest?

6 Structure and Table of Contents

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

Each heading level can be further divided into sub-headings. If a subdivision of a step is necessary, the sub-chapter should comprise at least two sub-headings, which should span at least one page of text each. Please be cautious about too fine-grained subdivisions. In terms of clarity, three levels of headings are usually sufficient.

Checklist Table of Contents:

- Are all sub-headings related to the research question?
- Are the headings meaningful and expressive for the content they contain?
- Does every parent bullet contain *approximately* the same number and the same depth of sub-chapters?
- Are all subdivision points related to their parent bullets?
- Is the order of bullet points logically?

6.2 Structure of Scientific Papers (note that the Method & Results section applies to empirical papers)

- **Title page**
- **Table of Contents**
- **List of Figures**
- **List of Tables**
- **List of Abbreviations**
- **Text**
 - Introduction
 - explain the actuality and broader relevance of the topic
 - state research question and objective of the paper
 - explain remainder of the paper (procedure)
 - Theoretical Background
 - necessary definitions of concepts
 - state of the art of existing research (empirically & theoretically)
 - theoretical foundation (which theoretical framework do you draw from to develop your hypotheses?)
 - General Advice: While your literature review should be precise and comprehensive, please consider that each of the articles/studies you report should be relevant to your specific research question.
 - Method
 - **Participants:** Who was recruited to participate in the study, what kind of channels and recruitment strategies were used (e.g., snowball tactic)
 - **Design and Procedure:** Describe the order and appearance of all variables
 - **Measures:** describe each scale that has been used including the source of the scale, the sample items, coefficient Alpha; describe each covariate that was used in the analysis (e.g., gender, age, occupational rank).
 - **Analytic approach:** which form of analysis (e.g., ANOVA, t-Test, Regression Analysis) is used and why

- Results
 - Start with an overview of the intercorrelations of all assessed variables
 - Test your hypotheses by using the adequate statistical analyses
 - Depending on the results, state whether the hypotheses can be confirmed or not
- Discussion
 - Summarize the research question(s) and the main findings of your study
 - What theoretical contributions does your study make? How do your findings fit with, advance, or contradict current findings and assumptions?
 - What are practical implications of your findings?
 - Discuss any potential study limitations (e.g., self-report data, sample size, study population, research instruments...)
- Conclusion
 - concentrated presentation of the main findings
 - conclusions, prospects and suggestions for future research
- **Tables**
- **Figures**
- **Appendix** (if necessary)
 - E.g., literature search strategy and results, summary of the literature, particularly "bulky" figures / tables
- **References** (see guidelines for creating a reference list, chapter 12)
- **Affidavit**

Some important reminders to consider:

- Address the target group (your thesis addresses an expert audience in business and economics. Nevertheless specific aspects/ terminology still need a proper explanation)
- Raise interest in your introduction (also academic publications can tell “good stories“ using a powerful and inspiring writing style)
- Ensure clarity (formal structure, graphics and models, common thread, linguistic transitions)

- Guarantee precision and profundity (do not overload your thesis with ideas, but focus by working carefully and precisely)
- Use terminology consistently (terms should be applied within the boundaries of their provided definitions, avoid ambiguous language)
- Check for consistency and clear foundation in your line of argumentation (use literature references to support your argumentation!)

7 **Citation & Referencing**

There are many different citation styles, but within a paper one and the same style should be pursued. Unity plays a major role. The most important principle: Each source used from another author needs to be cited! This applies to both direct quotations and verbatim quotations.

At the **Juniorprofessorship of Management & Diversity the APA Citation (American Psychological Association, 7th Edition) is used consistently**. Thereafter, referencing of a source is done in the text and **NOT** in a footnote. Footnotes only serve to relieve the text of incidental and marginal notes and therefore should not be used excessively. At the end of a footnote is always a dot like at the end of a sentence. If possible, use original sources: do not cite any already existing quotes, do not create a secondary citations in the form of "as already quoted in ...". Always look into the bibliography of the text at hand, there the primary source is documented and can be researched by you. According to APA after any direct or indirect quote in the text, the author(s), publication year is to be cited (Müller, 1998). Please note that page numbers are only to be cited if you cite direct statements from the source (Müller, 1998, p. 35).

7.1 **Direct and Indirect Citations**

Direct Citations

Every direct quotation must be highlighted by using quotation marks. The citation appears at the end of the cited quote after the final quotation mark with the name of author(s), year of publication and page reference in parentheses. Omissions in a quotation are indicated by three dots in squared brackets "[...]". Additions or

amendments the author makes within the original quote must be displayed in parentheses. Sufficient attention must be paid to the context of the quote in order to ensure that no false sense is given to the original meaning.

E.g.: Voice behavior is the “discretionary communication of ideas, suggestions, concerns, or opinions about work-related issues with the intent to improve organizational or unit functioning” (Morrison, 2011, p. 375).

Or:

Morrison (2011) defines employee voice as “the discretionary communication of ideas, suggestions, concerns, or opinions about work-related issues with the intent to improve organizational or unit functioning” (p. 375).

Indirect Citations

In contrast to direct quotations, indirect quotes cite the original source in a verbatim way, where the author describes the original source’s main idea in his/her own words. Indirect quotations are not marked with quotation marks. Despite the author’s own formulation, the "creator" of the original source needs to be specified in brackets at the end of the text section / sentence. Indirect citations include the author name(s) and year of publication.

E.g.: Employee voice has been described as a proactive and improvement-oriented behavior (Morrison, 2011).

7.2 Citation in Text

For each citation the following data must be given:

Author(s) name, year of publication

E.g.: (North, 1989) or North (1989)

- To cite several works by the same author in the same year, the corresponding annual data is marked with letters (a, b, c, ...).

E.g.: Luhmann (1999a); Keupp et al. (1990a); Luhmann (1999b).

- For up to two authors all author names should be specified. If it is exactly two authors, they are separated by an "and" when being cited in the text or separated by an "&" for citations in brackets.

E.g.: Weiss and Morrison (2019) or (Weiss & Morrison, 2019)

- For three or more authors, all author names should be specified for the first quotation in the text. For subsequent quotations, the first author will be named and the abbreviation "et al." is added.

E.g.: (Baschek, Bredenkamp, Oehrle, & Wippich, 2001), subsequent citations then (Baschek et al., 2001).

- Internet sources are allowed. Here quotations are as well cited in the text with author name and year. The author of the website has to be determined and specified, or if no author is available, the owner / creator / host of the cited webpage.

E.g.: Apple Inc. (2014)

Table 1: Overview Basic Citation Styles, APA-tutorial (Chart 15)

Source: Kaslow, N. (2014, 15). APA tutorial, Chart 15. Retrieved on [03.11.2014] from:

Table 6.1 Basic Citation Styles				
Type of citation	First citation in text	Subsequent citations in text	Parenthetical format, first citation in text	Parenthetical format, subsequent citations in text
One work by one author	Walker (2007)	Walker (2007)	(Walker, 2007)	(Walker, 2007)
One work by two authors	Walker and Allen (2004)	Walker and Allen (2004)	(Walker & Allen, 2004)	(Walker & Allen, 2004)
One work by three authors	Bradley, Ramirez, and Soo (1999)	Bradley et al. (1999)	(Bradley, Ramirez, & Soo, 1999)	(Bradley et al., 1999)
One work by four authors	Bradley, Ramirez, Soo, and Walsh (2006)	Bradley et al. (2006)	(Bradley, Ramirez, Soo, & Walsh, 2006)	(Bradley et al., 2006)
One work by five authors	Walker, Allen, Bradley, Ramirez, and Soo (2008)	Walker et al. (2008)	(Walker, Allen, Bradley, Ramirez, & Soo, 2008)	(Walker et al., 2008)
One work by six or more authors	Wasserstein et al. (2005)	Wasserstein et al. (2005)	(Wasserstein et al., 2005)	(Wasserstein et al., 2005)
Groups (readily identified through abbreviation) as authors	National Institute of Mental Health (NIMH, 2003)	NIMH (2003)	(National Institute of Mental Health [NIMH], 2003)	(NIMH, 2003)
Groups (no abbreviation) as authors	University of Pittsburgh (2005)	University of Pittsburgh (2005)	(University of Pittsburgh, 2005)	(University of Pittsburgh, 2005)

<http://www.apastyle.org/learn/tutorials/basics-tutorial.aspx>.

Attention! Each foreign statement, whether literally quoted or only cited in a verbatim manner is to be made apparent as such by specifying the source in the text on the one hand and by referencing the source in the bibliography (in alphabetical order) on the other hand. Chapter 12 contains examples for how to format a bibliography.

For more information on citation see the APA tutorial below:

<http://www.apastyle.org/learn/tutorials/basics-tutorial.aspx>

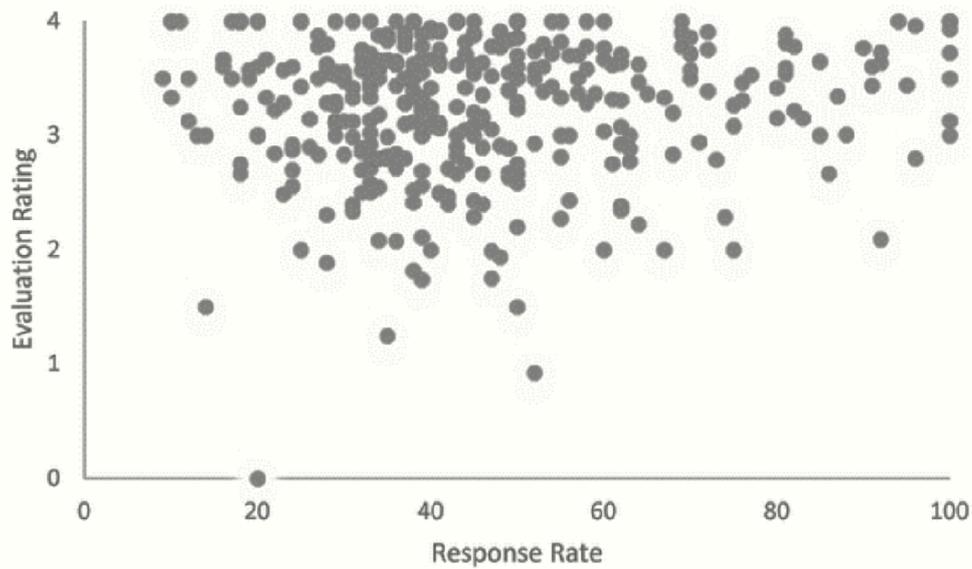
8 Figures and Tables

Figures and Tables that are 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 name all figures and tables. At the bottom of the figures and tables the information about the source, from which the figure or table has been drawn, needs to be documented. Please indicate as well whether the figure or table is displayed without any alteration compared to the original source or whether you modified / adopted it or whether you have created it on your own (see below sample figures and tables).

Example for figures and tables at the end of the main text.

Figure 1

Scatterplot Depicting the Correlation Between Response Rates and Evaluation Ratings



Note. Evaluation ratings were made during the 2014 fall academic term.

Table 1

Means and Standard Deviations for Response Rates (Course Delivery Method by Evaluation Year)

Administration year	Face-to-face course		Online course	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Year 1: 2012	71.72	16.42	32.93	15.73
Year 2: 2013	72.31	14.93	32.55	15.96
Year 3: 2014	47.18	20.11	41.60	18.23

Note. Student evaluations of teaching (SETs) were administered in two modalities in Years 1 and 2:

paper based for face-to-face courses and online for online courses. SETs were administered online for all courses in Year 3.

9 **Proofreading**

It is important to allot enough time for correction and proofreading in your thesis planning. Some days distance to your text can be good to focus on the important questions of your thesis. Please read your final paper after 2 days distance. Find someone who can read and correct your work (grammar, spelling).

10 **Affidavit**

Seminar-/Bachelor-/ Master Thesis must contain an affidavit assuring that you have written the thesis independently without any external help of a third party and only based on the named sources in the reference list.

Declaration under Oath

I hereby certify that I have created this thesis independently and to the best of my knowledge and belief. Any help that I have received in my research work and the preparation of the thesis itself has been acknowledged. In addition, I declare that all information sources and literature used are indicated in the thesis. Furthermore I agree with using software to detect plagiarism.

Place, Date

Signature

11 **Formatting and Layout**

- **Format:** DIN A4; the pages are typed on front side. The back side is left blank
- **Margins:** Left and above 4 cm, 2 cm below and right
- **Font:** Times New Roman, 12 point, justified, 1.5 spacing
- **Page numbers:** The title page is not numbered. The table of contents, list of figures, list of tables and abbreviations, the appendix and the bibliography are provided with page numbers in Roman numerals. The intermediate text body of the paper is

numbered using page numbers in Arabic numerals. Page numbers are inserted in the footer at the bottom right in Times New Roman, 10 point, single-spaced.

- **Headings and Subheadings:** These should be formatted according APA style guidelines.
- **Footnotes:** Times New Roman, 10 point, justified, single-spaced
- **Figures and tables,** exceeding one single page are provided in the appendix-; smaller figures and tables can be included in the body text. Figures and tables are numbered consecutively and listed in a comprehensive list of figures/ tables.

12 Formatting the Reference List

All used articles and materials must be registered in the reference list

- sort alphabetically by author's surname
- only use complete and correct data
- each reference must at least include: author's surname, initials, year of publication, title, place of publication, publisher

Journal Article:

Author's surname, First initial. Middle initial. (Year of publication). Title of the article.
Title of Journal, Volume (Issue, if available), pages.

Anderson, A. K., Christoff, K., Panitz, D., De Rosa, E., & Gabrieli, J. D. E. (2003).

Neural correlates of the automatic processing of threat facial signals. *Journal of Neuroscience, 23*, 5627–5633.

Hansen, M. T. (2002). Knowledge networks: explaining effective knowledge sharing in multiunit companies. *Organization Science, 13*(3), 232-248.

Books:

Author's surname, First initial. Middle initial. (Year of publication). *Title of the book.*
 Place of publication: Publisher.

Shipley, W. C. (1986). *Shipley institute of living scale.* Los Angeles, CA: Western Psychological Services.

Chapter in an Edited Book:

Author's surname, First initial. Middle initial. (Year of publication). Title of the chapter. In editor's First initial. Middle initial Surname (Ed./Eds), *Title of the book* (pages of the chapter). Place of publication: Publisher.

Barney, J. B., & Arkan, A. M. (2001). The resource-based view: Origins and implications. In M. A. Hitt, R. E. Freeman & J. S. Harrison (Eds.), *The Blackwell Handbook of Strategic Management* (124-179). Oxford, England: Blackwell Publishers.

Internet resources

Please cite the web address (URL) and the date of access. Against the background of comprehensive documentation and verifiability please make a screenshot or print from the HTML-page. Another alternative is to save it on a portable data storage device. Please enclose the portable data storage device or print with your work.

Author's last name, First initial. Middle initial. (Year of publication). Title of the article. Retrieved on date from: URL.

Apple Inc. (2014). Working with Apple. Retrieved on 12.12.2014 from:
<https://www.apple.com/about/workingwithapple.html>.

13 **Evaluation Criteria for Scientific Papers**

Our evaluation criteria (listed in descending order according to their relevance):

1. Problem-solving ability regarding the given research question, self-reliance
2. Logical structure of the paper
3. For empirical papers: Methodological rigor and statistical analyses
4. For theoretical papers: Argumentation, focus, and integration of reviewed literature
5. APA Citation, reference, and layout style
6. Grammar, vocabulary and style

14 **Formatting the Title Page**



Freie Universität Berlin
School of Business and Economics
Department of Management

Title of Seminar-/Bachelor-/Masterthesis

“...”

term year(for Seminarpaper)

submitted to

Jun.-Prof. Dr. Mona Weiss

Juniorprofessorship of Management and Diversity

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(Month/Day/Year)

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