

Academic Writing – Initial information

This document provides initial information about the formal structure of a scientific piece of text (seminar paper, bachelor thesis, diploma thesis, or master thesis). In accordance with our code of conduct (see www.jku.at/iim) special attention is given to proper citing. For a comprehensive overview we recommend the following literature on academic writing and citation which is available in our library:

Academic writing:

- American Psychological Association (2009). *Publication manual of the American Psychological Association* (6th ed.). Washington: APA-American Psychological Association.
- Eco, U. (1998). *Wie man eine wissenschaftliche Abschlußarbeit schreibt: Doktor-, Diplom- und Magisterarbeit in den Geistes- und Sozialwissenschaften* (7th ed.). Heidelberg: C. F. Müller.
- Esselborn–Krumbiegl, H. (2002). *Von der Idee zum Text: Eine Anleitung zum wissenschaftlichen Schreiben*. Paderborn: Schöningh.
- Rößl, D. (2008). *Die Diplomarbeit in der Betriebswirtschaftslehre: Ein Leitfaden zur Erstellung einer Laureatsarbeit, Bachelorarbeit, Diplomarbeit, Masterarbeit, Dissertation* (4th ed.). Wien: Facultas.

Citation:

- American Psychological Association (2010). *Concise rules of APA style* (6th ed.). Washington: APA-American Psychological Association.

General Structure

- (1) Cover Page (“Titelblatt”)
- (2) Table of Contents (“Inhaltsverzeichnis”)
- (3) Table of Tables (“Tabellenverzeichnis”) (when applicable)
- (4) Table of Figures (“Abbildungsverzeichnis”) (when applicable)
- (5) Abstract (“Abstract”)
- (6) Text
- (7) References (“Literaturliste”)
- (8) Appendix (“Anhang”) (when applicable)

(1) Cover Page

Should include the following information (templates are available for download at www.jku.at/iim):

- Receiver: Name of the university, department, (course title, course number, semester, course instructor – when applicable)
- Title of the paper or thesis
- Author(s): Name, student number („Matrikelnummer + Studienkennzahl“), e-mail address. In case of group work, the authors should be listed in alphabetic order
- Date when the paper/thesis is handed in

(2) Table of Contents

Should follow the cover page on a separate page, headers should be numbered in a way that clearly reflects the structure of the paper or thesis.

Example:

1. The Impact of Culture on Organizations	1
1.1 Culture and Management	3
1.1.1 Global Strategy and Culture	6
1.1.2 Phases of Development	7
1.1.3 Cross-Cultural Management	11
1.1.4 What Is Culture?	16
1.1.5 How Do Cultures Vary?	20
1.2 How Do Cultural Differences Affect Organizations?	45
1.2.1 Work Behavior Varies Across Cultures	45
1.2.2 Are Organizations Becoming More Similar?	66
1.2.3 Organizational Culture and National Culture	67
...	

(3) Table of Tables

Should follow the table of contents on a separate page and list the tables including table number, title and page number in the text.

Example:

...		
Table 3.1	Comparison of Organizational and National Culture	44
Table 3.2	Selection Methods by Country	130
Table 3.3	Cultural Differences in Negotiation Metaphors	240
...		

(4) Table of Figures

Should follow the table of tables (or table of contents) on a separate page and list the figures including figure number, title and page number in the text.

Example:

...		
Figure 6.1	Cross-Cultural Communication Process	289
Figure 6.2	High- and Low-Context Cultures	290
Figure 6.3	Language Accommodation	292
...		

(5) Abstract

The abstract is a short summary of the academic text. It contains the research question, outlines the methods applied for answering it, and informs about the basic findings.

(6) Text

Please make sure that the topic of the seminar paper or thesis is answered and that all the chapters and paragraphs are linked and organized into a coherent piece of text. Chapters should be numbered and include "Introduction" ("Einleitung") as the first chapter, and "Summary and Conclusion" ("Zusammenfassung und Schlussfolgerung") as the last chapter. For correct citations see "Citation Guidelines" below.

(7) Reference List / Bibliography

All literature cited in the text must be listed in the references, starting on a new page. References should be sorted in ascending order of the first authors' last names. Please include only one reference list for all the different literature you used. Each reference must include:

General information: Author(s) (last name, first name or initial), publication year, title of publication.

Plus additional information depending on the type of reference:

(a) If reference is a book or edited book: Place and name of publisher.

Hofstede, G. (1980). *Culture's consequences*. Newbury Park: Sage.

Hofstede, G. (2001). *Culture's consequences* (2nd ed.). Newbury Park: Sage.

House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.). (2004). *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Thousand Oaks: Sage.

(b) If reference is an article in a scientific journal: Journal title, volume, issue, page numbers.

Ronen, S., & Shenkar, O. (1985). Clustering countries on attitudinal dimensions: A review and synthesis. *Academy of Management Review*, 10(3), 435-454.

(c) If reference is a chapter in an edited book: Editor(s), title of edited volume, page numbers, place and name of publisher.

Brodbeck F. C., & Frese M. (2007). Societal culture and leadership in Germany. In J. S. Chhokar, F. C. Brodbeck, & R. J. House (Eds.), *Culture and leadership across the world: The GLOBE book of in-depth studies of 25 societies* (pp. 147-214). Mahwah, NJ: Lawrence Erlbaum.

(d) If reference is a conference paper: Year and month of conference, conference at which the paper was presented, location of the conference.

Smale, A., & Suutari, V. (2008, December). *Knowledge transfers into Estonia and the Czech Republic*. Paper presented at the 34th EIBA (European International Business Academy) Conference, Tallinn.

(e) If reference is a newspaper article: Publication date, name of newspaper/magazine, page numbers (if the author of the article is not specified, start the reference with the title instead).

Schwartz, J. (1993, September 30). Obesity affects economic, social status. *The Washington Post*, pp. A1, A4.

India's surprising economic miracle (2010, October 2). *The Economist*, p. 11.

(f) If reference is an internet source: URL, date of download.

Hofstede, G. (1994). *Values survey module 1994*. Retrieved from <http://www.geerthofstede.nl/research--vsm> (October 15, 2013).

Start me up (2013, October 5). *The Economist*. Retrieved from <http://www.economist.com/news/britain/21587268-cluster-start-ups-east-london-thriving-all-they-need-now-big-success-start-me-up> (October 15, 2013)

There are no strict guidelines concerning the format of a reference list. However, make sure to format all references consistently.

Abbreviations that might be used in the reference list:

ed. – edition (e.g. 3rd ed. = third edition)

p. – page

Ed. – Editor

pp. – pages

Eds. – Editors

Vol. – volume

(8) Appendix (“Anhang”)

The appendix should be labelled with capital letters (e.g. Appendix A) starting with “A” if there is more than one attached information. Appendices should fit the layout of the paper or thesis, i.e. pages are numbered and the appendix/appendices is/are listed in the table of contents.

Layout of the Paper or Thesis

There are no hard rules. The following guidelines may be helpful: DIN A4, line spacing 1.5, font Times 12 (or similar). In a seminar paper with a length up to 20 pages it is not necessary to start new chapters on new pages.

Citation Guidelines

Citing is one of the basic principles of academic writing. It is a way to honor the work of others and preserve transparency. Therefore, it is crucial to cite any source authored by anyone other than the student who is the author of the seminar paper or the bachelor/master thesis. Every information or idea that has been sourced somewhere else and is not product of one's own intellectual effort has to be cited. The reader should be able to differentiate between the work of the author(s) of the specific contribution s/he is reading and the work of other scholars. The reader must have the opportunity to turn to the sources that have been used.

Plagiarism includes presenting as one's own the words, work, opinions or factual information of someone else without giving that person credit, as well as borrowing the sequence of ideas, the arrangement of material, or the pattern of thought of someone else without proper acknowledgement. Be aware that as such plagiarism is a form of academic dishonesty and hence is not tolerated by the Department of International Management. All discovered instances involve the negative grading of the assignment or exam and, as a consequence, may result in a failure of the course. In the case of group work, the consequences will be extended to the entire team. For more details read our Code of Conduct (<http://www.jku.at/iim/content/e40042/e40722>)

On the following pages we present a citation style our students may use. However they also can opt for other citation styles as long as these fulfill the following criteria: (1) the citation style should enable the reader to identify the source easily and (2) the citation style should be applied consistently.

It is necessary to differentiate between

- direct ("wörtliche") citations – using exact word order
- and
- indirect ("sinngemäße") citations – using ideas, information, concepts, models, etc. expressed in the student's own words.

Footnotes as well as citations directly in the text are possible. All cited sources must be included in the reference list.

A citation includes (direct and indirect):

- Last name of the author(s). If there are more than three authors, the citation can be shortened by referring to the first author alone, followed by "et al."
- Publication year
- Page number(s) in the source text. This specification is optional for indirect citations, but a must for direct ("wörtliche") citations. More than one page can be referred to by "f" (one page follows) or "ff" (more than one page follow) immediately following the page number.
- If a citation refers to more than one source, the authors should be listed in ascending order of the publication year. In case there are more sources of the same year, they should be listed in alphabetical order of the authors (compare the second citation example)

When including direct citations, the text needs to be put in quotation marks. Except for omissions (marked by three dots: ...), changes to the text are not allowed. Unusual grammar, punctuation or spelling must not be changed. They are then simply highlighted with (sic!). Specific formatting or translation of the text must be

pointed at. To increase readability, long text segments may be formatted as separate paragraphs using a smaller font.

In rare situations you will not be able to find the original source. In such cases you can refer to the author(s) of the original source and the author(s) that referred to it.

Example: (Lazonick & O'Sullivan, 2000, as cited in Vitols, 2001, p. 337).

Especially newspapers or magazines do not always publish the name(s) of the author(s). Please check for the reliability of such sources. In case you are sure that it is a reliable and appropriate source use a short title (or the full title if it is short) enclosed in citation marks instead of the author(s) name(s).

Example: ("Six Sites Meet", 2006)

Examples of direct citations

Qualitative methods are well suited for the exploration of social phenomena from a holistic perspective. They place an "emphasis on people's lived experience" (Miles & Huberman, 1994, p. 10) and help understand the "meaning, not the frequency, of certain more or less naturally occurring phenomena in the social world" (Van Maanen, 1983, p. 9).

In the late 1970s, China's state-owned enterprises were faltering, yet they still served as the cornerstone of the industrial economy. As one observer put it:

"The SOEs had been nurtured under central planning and accounted for 78 percent of industrial output and 19 percent of employment in 1978 (vs. 72 percent of employment in agriculture): Enterprises purchased inputs and sold their output at state-determined prices, produced to a quota, and turned all of their profits over to the state, which also covered operating losses" (Kennedy, 2002, p. 10).

Examples of indirect citations

The shareholder, or outsider, model was heavily criticized in the early 1990s for its tendency to under-invest and focus on short-term results (Porter, 1990). At present, however, the majority view is that the shareholder model will prevail due to the globalization of capital markets and the growing power of institutional investors (Lazonick & O'Sullivan, 2000, as cited in Vitols, 2001, p. 337).

Country culture needs to be disentangled from other forms of culture, such as professional culture, organisational culture, and industrial culture (Alvesson & Berg, 1992; Berthoin et al., 1993; Sackmann, 1997).

The number of countries represented in the empirical studies ranges from four (McFarlin, Sweeney, & Cotton, 1992) to sixty-two (House et al., 2004).

In respect of the Northern vs. Southern distinction reported by Smith (1997), three of the countries under study belong to the Northern cluster.

Haire, Ghiselli, and Porter (1966) presented one of the first large-scale comparative studies in the area of management, while Tannenbaum et al. (1974) studied actual and ideal participative attitudes and practices in fifty-two plants in Austria, Israel, Italy, the United States and Yugoslavia.