

## **Guidelines for Writing Seminar Papers**

This document provides basic information about the formal structure of a seminar paper. In accordance with our code of conduct (<http://www.jku.at/iim/content/e40042/e40722/>) special attention is given to proper citing. Additional literature about academic writing and citation is provided at the end of this document.

### **General Structure**

- (1) Cover page (“Titelblatt”)
- (2) Table of contents (“Inhaltsverzeichnis”)
- (3) Table of figures and tables (“Abbildungs- und Tabellenverzeichnis”) (when applicable)
- (4) Text
- (5) References (“Literaturliste”)
- (6) Appendix (“Anhang”)** (when applicable)

#### **(1) Cover Page**

Should include the following information:

- Receiver: Name of the university, institute, course title, course number, semester, course instructor
- Title of the seminar paper
- Author(s): Name, student number („Matrikelnummer + Studienkennzahl“), e-mail address. If there is more than one author, the author list should be sorted by last name
- Date when the paper 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 paper’s structure.

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 Figures and Tables

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

Example:

...		
Figure 10.1	Exchange Rates of Major World Currencies	289
Figure 10.2	Value of the U.S. Dollar Over Time	290
Figure 10.3	Big Mac Index	292
...		

### (4) Text

Please make sure that the posed question/topic of the seminar paper is answered and that all the chapters and paragraphs are linked and organized into a coherent paper. Chapters should be numbered and include “Introduction” (“Einleitung”) as the first chapter, and “Summary and Conclusion” (“Zusammenfassung und Schlußfolgerung”) as the last chapter.

### (5) Reference List / Bibliography

All literature cited in the text must be listed in the references, which follow the text on a separate page. References should be sorted in ascending order of the authors’ last names. Each reference must include:

1. Author(s) name and first name(s) or initial(s), publication year, title
  - (a) Reference is a book: Name and/or place of publisher  
Hofstede, G. (2001). *Culture’s Consequences*, 2<sup>nd</sup> Edition. London: Sage.
  - (b) 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. In: *Academy of Management Review*, Vol. 10(3), pp. 435-454.
  - (c) Reference is a chapter in an edited book: Name(s) of editor(s), title of edited volume, name and/or place of publisher, page numbers  
Matzler K. & Waiguny M. (2005). Consequences of Customer Confusion in Online Hotel Booking. In: Frew A. J. (Ed.): *Information and Communication Technologies in Tourism 2005*. Vienna/New York: Springer, pp. 306-317.
  - (d) Reference is a conference paper: Title, Conference where it has been presented, City and Date of the Conference  
Smale, A. & Suutari, V. (2008). Knowledge transfers into Estonia and the Czech Republic. Paper presented at the 34th EIBA (European International Business Academy) Conference. Talinn, December 2008.
  - (e) Reference is a newspaper article: Name of Newspaper/Magazine, Date of publication, Source (online → URL, date of download or print version → date, pages,)

Economist (2010). The spread of counterfeiting. Knock-offs catch on. print edition of Mar 4th 2010.

URL: [http://www.economist.com/world/international/displaystory.cfm?story\\_id=14009113](http://www.economist.com/world/international/displaystory.cfm?story_id=14009113)  
(Mar 8th, 2009).

(f) Reference is an internet source: URL, date of download

Hofstede, G. (1994). Values Survey Module 1994. URL: <http://feweb.uvt.nl/center/hofstede-/VSM.html> (Dec. 13th, 2005).

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

Example:

Hofstede, G. (1994). *Values Survey Module 1994*.

URL: <http://feweb.uvt.nl/center/hofstede/VSM.html> (Dec. 13, 2005).

Hofstede, G. (2001). *Culture's Consequences*, 2<sup>nd</sup> Edition. London: Sage.

Matzler K. & Waiguny M. (2005). Consequences of Customer Confusion in Online Hotel Booking. In: Frew A. J. (ed.): *Information and Communication Technologies in Tourism 2005*. Vienna/New York: Springer, pp. 306-317.

Porter, M. (1990). *The Competitive Advantage of Organizations*. New York: Free Press.

Ronen, S. & Shenkar, O. (1985). Clustering Countries on Attitudinal Dimensions: A Review and Synthesis. In: *Academy of Management Review*, Vol. 10(3), pp. 435-454.

Economist example

Abbreviations that might be used in the reference list:

ed. – edition

e.g. 3<sup>rd</sup> ed. – third edition

Ed. – Editor

Eds. – Editors

p. – page

pp. – pages

Vol. – volume

## **(6) Appendix (“Anhang”)**

The appendix should be labelled with capital letters (eg Appendix A) starting with “A” if there is more than one attached information. They should fully be integrated in the layout of the seminar paper. This means that the pages are numbered and the appendix/appendices are listed in the table of contents.

### **Layout of the seminar paper**

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 a way to 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/>)

### **Citations in the Text**

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 references.

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, 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. However in case you are sure that it is a reliable and appropriate source use the title of the newspaper/magazine instead of the author(s) name(s).

Example: (Economist, 2010)

### **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, cited in Vitols, 2001, p. 337).

Country culture needs to be disentangled from other forms of culture, such as professional culture, organisational culture, regional 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.

### **Useful Literature**

Academic writing:

- Esselborn–Krumbiegl, Helga (2002). *Von der Idee zum Text: Eine Anleitung zum wissenschaftlichen Schreiben*. Paderborn: Schöningh.

- Rößl, Dietmar [2008]: *Die Diplomarbeit in der Betriebswirtschaftslehre: ein Leitfaden zur Erstellung einer Laureatsarbeit, Bachelorarbeit, Diplomarbeit, Masterarbeit, Dissertation, 4., neu bearb. Aufl.*, Wien: Facultas.

Citation:

- American Psychological Association (2010). *Publication manual of the American Psychological Association*. 6. ed. Washington: APA-American Psychological Association.