



Guidelines for Writing an Essay

This document provides basic information about the formal structure of your essay. Additional literature about academic writing and citation is provided at the end of this document.

General Structure

- (1) Cover page
- (2) Text (including an introduction & conclusion)

Please use the template provided in the Downloads section on the Admission and Enrollment webpage!

(1) Cover Page

Should include the following information:

- Receiver: JKU Business School
- Title of the essay
- Author: Name, E-mail address
- Date when the essay is handed in

(2) Text

Please make sure that the essay assignment is answered completely and that all the chapters and paragraphs are linked and organized into a coherent essay. Chapters should be numbered and include “Introduction” as the first chapter, and “Summary and Conclusion” as the last chapter.

Layout of the essay

There are no hard rules. The following guidelines may be helpful: DIN A4, line spacing 1.5, font Times 12 (or similar). Length of the essay: 10,000 – 16,000 characters (including spaces).

Statutory Declaration

The Statutory Declaration, including a box that must be marked, can be found in the template.

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 essay. Every piece of information or idea that has been sourced from somewhere else and is not the 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. All discovered instances involve the negative grading of the essay and, as a consequence, may result in disqualification for acceptance into the program.

Citations in the Text

It is necessary to differentiate between

- direct citations – using exact word order and
- indirect citations – using ideas, information, concepts, models, etc. expressed in the applicant's own words.

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 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.

We strongly recommend using a software tool for managing citations. There are free versions allowing integration into Microsoft Word like Citavi, Zotero or EndNote. It is some effort but worth the time. MS Word offers a citation possibility on its own. However, this tool has its boundaries in particular regarding APA style citations. Links to the software

- <https://www.citavi.com/en>
- <https://www.zotero.org/>
- <https://endnote.com/product-details/basic/>



Useful Literature

Academic writing:

- <http://jcs.edu.au/wp-content/uploads/2016/09/A-manual-for-writers-of-research-papers-theses-and-dissertations.pdf>

Citation:

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

Please be aware: A plagiarism check on all essays, papers, theses, etc. is standard procedure at the JKU Business School.