EUROPA-UNIVERSITÄT VIADRINA FRANKFURT (ODER)

Master's Thesis

Title of the Thesis (Times New Roman, 16 pt, Boldface)

– Subtitle (if any, Times New Roman, 14 pt, Boldface, Dashes) –

Submitted by

Author (Times New Roman, 14 pt, bold)

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Course of Studies

International Business Administration

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Table of Contents (Times New Roman, 14 pt, Boldface)

1 Example of a Top-Level Heading (Level 1: Times New Roman, 14 pt Boldface)

The master's thesis must be submitted as a print version and two electronic versions (PDF file and Word file). Paper size is DIN A4 (portrait orientation), with single-page printing. Page margins have to be adjusted to 2.5 cm around the text.

For regular text, the default font is Times New Roman 12 pt. This applies to the entire thesis, except for specific cases as described in this document.

Paragraphs are written with single spacing, followed by a single-spaced empty line (or 12 pt spacing after the paragraph).

Top-level headings (level 1) are formatted in Times New Roman 14 pt boldface.

1.1 Second-Level Heading (Level 2: Times New Roman, 12 pt Boldface)

Second-level headings (level 2), as well as third-level headings (level 3), are formatted in Times New Roman 12 pt boldface.

The table of contents and chapter 1 begin on a new page. Other chapters and sections do not start on a new page, unless the heading is close to the end of the page.

1.1.1 Third-Level Heading (Level 3: Times New Roman, 12 pt Boldface)

A chapter (or a section) may be subdivided into sections (or subsections), yet only if there are *several* sections (or subsections, respectively) in the anticipated structure. A single section (subsection) in a chapter (section) is not allowed.

1.1.2 Spaces before and after Headings

Before a new top-level heading, a space equivalent to two single-spaced 12 pt empty lines (or a 24 pt spacing after the paragraph) is used.

Spacing after any heading is one single-spaced 12 pt empty line (corresponding to a 12 pt spacing after the paragraph).

1.1.3 Number of Levels

Normal hierarchical structuring of the thesis ends at level 3. Should you need to go any deeper, you may use another level, with a heading formatted as follows:

Times New Roman, 12 pt Italic

This heading has no hierarchical number and does not show up in the table of contents.

1.2 Emphasizing

For highlighting and/or emphasizing a certain term, *italic* font style (not bold) may be used. Do not set longer texts in italics!

2 Formal Requirements

The master's thesis must be written in an objective, formal and impersonal style. The language is English. Preferred spellings are those of the American Heritage Dictionary or the Oxford English Dictionary.

2.1 Citation

Any text, concept, notion or idea you are not the original author of must be marked as such, and proper reference to the source must be given. Otherwise, it is considered a piece of plagiarism.

For all sources used in the thesis – including online information –, you have to provide explicit references to the source of the information. This is an essential requirement for any academic text, enabling readers to look up the source and reflect what is written there. Using secondary literature in the thesis should be avoided whenever primary literature (i.e. the original source) is available.

Within the text, sources are referred to with the author's name, the year of publication and the page(s) where the quoted text, concept, notion or idea appears.

Literal quotations, i.e. sequences of words as written in the source text, are enclosed in quotation marks, followed by the author's name, year and page(s) in parentheses.

Non-literal quotations, i.e. quotations that do not exactly reflect the original text, are written without quotation marks, followed by "cf." and the author's name, year and page(s), in parentheses, such as (cf. Andersson 2004, p. 56). Examples depending on the number of authors are given in table 1. A more detailed description is provided in the "References" section at the end of this document.

Citation Style	
Number of authors	Citation
Book with one author	cf. Doe 1979, p. 5
Book with two authors	cf. Doe, Roe 1980, pp. 7-9
Book with at least three authors	cf. Doe et al. 1981, p. 11

Tab. 1: Citation style depending on the number of authors

Plagiarism, i.e. the usage of ideas, concepts or research of other persons, without referring to these sources, is an offence against scientific standards. This also applies to copies from the Internet without indicating the source. Plagiarism is an attempt of fraud. Usually it leads to grade 5.0 (Fail) automatically.

2.2 Figures and Tables

Illustrating complex matters through figures (e.g. images, pictures, charts) and tables helps to make the thesis easier to understand. The number of figures and tables depends on the subject and complexity of the topic. A rule of thumb is to include at least one figure or table every two to three pages.

In the running text, figures and tables are numbered and referenced explicitly, for example: "The cooperation structure described in figure 1 illustrates this approach."

Both figures and tables have a caption, i.e. a short description usually not longer than one line of text. The caption is placed underneath the figure or table, with "Figure" abbreviated to "Fig." and "Table" abbreviated to "Tab." Figures and tables are numbered separately, starting with 1.

Example

<a figure>

Fig. 1: Modes of co-operation in large supply chains (cf. Doe 2009, p. 123)

If a figure or a table contains text, the fontsize should be smaller than the fontsize of the running text (definitely not larger than 12 pt). The font of the caption is Times New Roman, 11 pt. regular.

A list of figures and a list of tables are not required.

2.3 Length of the Master's Thesis

The number of words in the core of the thesis should be in the range of 9,100 to 13,000 (for a 3 months thesis) or 14,000 to 20,000 (for a 20 weeks thesis), excluding title page, table of contents, figures, tables, literature references and appendices. These numbers usually correspond to approximately 23 to 33 pages (for a 3 months thesis) or 35 to 50 pages (for a 20 weeks thesis).

Please note that the length is only a formal criterion. More important than the quantity is the quality!

3 Citing References

All references are listed at the end of the thesis, following the last chapter. Since there are different types of sources (e.g. books, journal papers, contributions in conference proceedings, web pages), citation rules depend on the type of the source.

The citation rules outlined below are based on the standard *DIN 1505 part 2*. According to this standard, the order and description of items are as follows.

3.1 Books

General

Author: Title, edition. Publisher's location: Publisher name, year.

"Title" is the book title, including any subtitle if available, preceded by a colon.

Example

Kurbel, Karl: Enterprise Resource Planning and Supply Chain Management: Functions, Business Processes and Software for Manufacturing Companies. Heidelberg: Springer, 2013

Kurbel, Karl: Enterprise Resource Planning und Supply Chain Management in der Industrie. 7th Edition. Munich: Oldenbourg, 2011

Kurbel, Karl: The Making of Information Systems: Software Engineering and Management in a Globalized World. Berlin: Springer, 2008

Risberg, Annette: Mergers & Acquisitions: A Critical Reader. Hoboken: Taylor and Francis, 2013

3.2 Articles in Proceedings and Edited Books

General

Author: Article title. In: Source, pages.

"Source" includes the editor(s), followed by "ed." or "eds." (in parentheses) and the title of the proceeding or edited book.

For "pages" , "p." and the page number (1-page article) or "pp." and the first page and the last page have to be provided.

Examples

Kurbel, Karl: Multimedia-based Online Education on the Internet: Challenges and Experiences. In: Espín Andrade, Rafael A.; Garza Rios, Rosario; Marx Gómez, Jorge; Rautenstrauch, Claus (eds.): MT'2003: Management and Technology in the New Enterprise, La Habana, Cuba, del 22 al 25 de Abril del 2003. Magdeburg: Univ, 2003, p. 147

Baier, Daniel; Hui, Ji: Differences Between German and Chinese Students in Their Enthusiasm for Innovative Learning Offerings: An Empirical Study. In: Rese, Alexandra; Baier, Daniel; Mißler-Behr, Magdalena; Kaiser, Matthias J. (eds.): Entrepreneurship Education: Symposium des Brandenburgischen Instituts für Existenzgründung und Mittelstandsförderung (BIEM e. V.) "Gründung und Innovation" vom 11. - 12. Juni 2009, Brandenburgische Technische Universität Cottbus. Lohmar: Eul, 2010, pp. 39–57

3.3 Articles in Journals

General

Author: Article title. In: Journal title volume number (year), issue number, pages

Examples

Kurbel, Karl; Loutchko, Iouri: A model for multi-lateral negotiations on an agent-based job marketplace. In: Electronic Commerce Research & Applications 4 (2005), no. 3, pp. 187–203

Jankowska, Anna M.; Kurbel, Karl; Schreber, Denny: An architecture for agent-based mobile Supply Chain Event Management. In: International Journal of Mobile Communications 5 (2007), no. 3, pp. 243–258

3.4 New Media

For modern media not covered by DIN 1505 part 2, the citation style is based on the international standard *DIN ISO 690*. This standard determines which elements are to be provided in which order. The items to be listed are the same as above, depending on whether it is a book or an article. In the thesis, additional information has to be provided as follows.

3.4.1 CD-ROM

Following the title of the publication, "[CD-ROM]" is inserted.

Example

McConnell, W. H.: Constitutional History. In: The Canadian Encyclopaedia [CD-ROM]. Toronto: McClelland & Stewart, 1993

3.4.2 Webpages and Parts of a Webpage

The title of the webpage or section is followed by "[online]. ", the owner of the web page, the upload date, "[Accessed on: date of access]", "Available at:" and the URL.

If an author is not available, the owner of the web page will be cited.

Examples

IBM Global Business Services: IBM Merger & Acquisition Services [online]. IBM Global Business Services. 2010 [Accessed on: April 24th, 2014]. Available at: http://www-935.ibm.com/services/us/gbs/strategy/mna/faq.html

Palmer, Bob: IBV study on analytics, part six: Data management practices and realizing value from data and analytics. In: The Big Data & Analytics Hub [online]. IBM Banking Solutions. 2013 [Accessed on: April 24th, 2014]. Available at: http://www.ibmbigdatahub.com/blog/ibv-study-analytics-part-six-data-management-practices-and-realizing-value-data-and-analytics

3.4.3 Other Documents and Files from the Internet

Example

Jørgensen, Hans H.; Owen, Lawrence; Neus, Andreas: Making Change Work [online]. IBM Global Services. 2008 [Accessed on: April 24th, 2014]. Available at: http://www-935.ibm.com/services/us/gbs/bus/pdf/gbe03100-usen-03-making-change-work.pdf

3.4.4 YouTube

The title of the video is followed by "[online]", a period, "YouTube", upload date "[Accessed on:" and the date of access, followed by a closing bracket, a period, "Available at:" and the URL.

Example

Microsoft: Microsoft Chairman John Thompson on CEO Satya Nadella [online]. YouTube, February 4th, 2014 [Accessed on: April 24th, 2014]. Available at: http://youtu.be/o3K5lloQTT8

References (Times New Roman, 14 pt, Boldface)

In the thesis, the references section starts on a new page. All references are formatted as Times New Roman, 11 pt., with a hanging indent of 0.5 cm, followed by an empty line (or 11 pt. spacing after the paragraph).

References have to be complete, i.e. every citation in the text needs an equivalent in the references section. On the other hand, only sources that have been explicitly cited in the text may be included in the references section.

The majority of references should be academic sources (e.g. books, scientific journals, conference proceedings). Articles from wikis (e.g. Wikipedia) are not citable.

Sources should be up to date – for example, the latest edition of a book instead of an older one. Surveys etc. used to underline present phenomena make no sense if they are many years old.

Appendix (Times New Roman, 14 pt, Boldface)

Relevant material that is not discussed in detail in the chapters of the master's thesis can be added as an appendix. Examples include questionnaires, interview minutes, source code, statistical data and tables.

The appendix section starts on a new page with a heading as above. If there is more than one appendix, subsections are indicated by an "A" and a number:

A1: Test Statistics (Times New Roman, 12 pt, Boldface)

Table Heading			
Column Heading	Column Heading	Column Heading	Column Heading
Content	Content	Content	Content
Content	Content	Content	Content
Content	Content	Content	Content
Content	Content	Content	Content
Content	Content	Content	Content
Content	Content	Content	Content

A2: List of Abbreviations (Times New Roman, 12 pt, Boldface)

A list of abbreviation is useful if the thesis contains abbreviations that are not common to average readers or that have multiple meanings. However, general abbreviations as "etc.", "e.g." or "kg" must not be included in the list.

BI	Business intelligence
CRM	Customer relationship management
DWH	Data warehouse
ERP	Enterprise resource planning
HANA	High-performance analytical appliance
IT	Information technology
PLM	Product lifecycle management
RFID	Radio-frequency identification
RTE	Real-time enterprise
SCM	Supply chain management