

**UNIVERSITY OF COLOGNE**  
DEPARTMENT OF  
**BUSINESS POLICY AND LOGISTICS**  
Prof. Dr. Dr. h.c. Werner Delfmann

**Guidelines for scientific papers at the Department of  
Business Policy and Logistics**

April 2016

## Index

1 Prerequisites for Scientific Papers.....	3
1.1 Diploma thesis.....	3
1.2 Master thesis.....	5
1.3 Bachelor thesis .....	5
1.4 Seminar paper.....	5
2 Principles of working scientifically.....	6
2.1 Criteria of academic quality .....	6
2.2 The introduction .....	6
2.3 Course of action .....	7
2.4 Writing style.....	7
3 General formal instructions.....	8
3.1 Page setup.....	8
3.2 Form of binding and number of copies to hand in .....	8
3.3 Fundamental elements.....	9
3.3.1 Lock flag .....	9
3.3.2 Front Page .....	9
3.3.3 Index.....	10
3.3.4 Figures and tables.....	10
3.3.5 Footnotes and citations.....	10
3.3.6 List of references .....	12
3.3.7 Appendix .....	13
4 Literature research.....	13
4.1 Character and quantity of sources .....	14
4.2 Hints for literature research.....	14

5	Documentation of qualitative data (e.g. Interviews).....	16
5.1	Instructions for the transcription of interviews .....	16
5.2	Citation of interview sources.....	16
6	Layout of presentations .....	17
7	Concluding comment .....	18
	Appendix 1: Design for front pages of Master- and Bachelor theses .....	19
	Appendix 2: Design for front pages of seminar papers.....	20
	Appendix 3: Example for lock flag .....	21
	Appendix 4: Further readings.....	22
	Appendix 5: Eigenständigkeitserklärung .....	23

## 1 Prerequisites for Scientific Papers

During your studies you will have to write scientific papers for different departments of the University of Cologne. These guidelines intend to give you an orientation concerning formal requests at our department for writing Bachelor-, Master-, Diploma- and course papers as well as for preparing presentations.

Generally you should hold a central theme. Be sure to structure your arguments well so that readers are able to understand each written sentence without having read anything else before. Allow for some extra time in-depth research of the scientific literature, for ordering your arguments, for your writing, and editing it. Check each written sentence whether it really contributes to your main theme in terms of content and context. Therefore you should spend a good portion of your time on reworking your manuscript and checking structure and articulateness.

### 1.1 Diploma thesis

With a diploma thesis you show that you are able to work independently on a complex field of research, to depict it differentiated, and to enhance it by using scientific methods.

Diploma theses at the Department of Business Policy and Logistics can either treat a theoretical theme or cover an empirical issue. Both types of work do not vary in terms of demands or

general formal instructions. An empirical thesis is a practical thesis in cooperation with a company or an evaluation of quantitative or qualitative data. Theoretical as well as empirical diploma theses comprise 60 pages.

Students who would like to write their Diploma thesis at our department, please discuss their first ideas with our staff members. You can find the specific research areas of every staff members on our Homepage. Empirical topics are allocated in a decentralized manner, whereas a central allocation for theoretical topics occurs twice per semester for all Business Departments.

**You will find detailed information about the process of allocation on the homepage of our department as well as on <http://www.wiso.uni-koeln.de/marketing/zentralevergabe>**

After the agreement on a specific topic you have to hand in a project proposition about your work within eight weeks. This proposition conduces to structure your topic and to give you certainty about the specific content of your thesis before registering at the examination office. The project proposition encompasses five pages and contains the statement of the problem, the objective target, the procedure regarding contents and methodology (i.e. a proposal for the outline), a proposal for the index (approximately three hierarchical levels) as well as a list of literature used. Within the eight weeks working time you can hand in a proposition up to four times. After acceptance of the proposition the thesis will be registered. For theoretical theses the working time after registration encompasses four, for empirical theses six months.

To support you in writing your proposition we offer a colloquium twice a month where you can present your ideas and suggested proceedings and discuss open questions with the department's staff and other students. To give every participant the opportunity to gather enough information and further ideas the attendance on at least 3 dates is mandatory. The date of your own presentation is fixed in consultation with your academic advisor. We highly recommend additional participation on the colloquium and discussions.

**More detailed information on the colloquium as well as current dates you can find on ILIAS within the seminar's course overview.**

## **1.2 Master thesis**

The allocation of master theses is done by our department. You can find detailed information on the process on our website. Formal requirements for the project proposition and the thesis itself are equivalent to those of diploma theses. The working time for master theses encompasses 18 weeks after registration.

## **1.3 Bachelor thesis**

The allocation of Bachelor theses takes place once a semester within a central assignment. The assignment of the specific topic is done by the department, whereby topic suggestions by students are not accepted. Bachelor theses encompass 30 pages. Working time is twelve weeks.

You can find more detailed information on assignment of bachelor theses on: <https://wisoanmeldung.uni-koeln.de>.

## **1.4 Seminar paper**

Seminar papers written within a course on the department of Business politics and Logistics encompass 15 to 18 pages. Together with your academic advisor you have to discuss relevant issues in detail and create an appropriate outline of your paper. An appropriate outline reflects the thematic structure of your paper in detailed manner. For this it is inevitable to have read respective professional literature.<sup>1</sup> Otherwise your academic advisor can help you only in a limited way writing the paper.

According the different fields of topics consultation hours will take place, where you will get further information, e.g. additional literature or thematically important aspects on your topic. For this it is *compulsory* to participate on the consultation hour *and* prepare for this by reading the respective literature on your topic that was given to you prior the meeting.<sup>2</sup> Problems that may occur during a preceding processing stage of your work can also be discussed with your academic advisor. Please notice the published times for consultation hours.

---

<sup>1</sup> The basic literature that corresponds to certain topics will be announced in time and we will provided as master copies.

<sup>2</sup> Please notice that the basic literature given by our research assistants only presents an introduction to the respective topic. To assure an adequate elaboration of your topic we want you to search for more detailed and relevant literature yourself.

## 2 Principles of working scientifically

### 2.1 Criteria of academic quality

By writing an academic paper, students are encouraged to show that they can work independently on a scientific topic provided to them. For this purpose, the resulting paper has to fulfil certain scientific criteria.

The first criterion is objectivity. Thoughts adopted from other authors have to be reproduced objectively, i.e. according to their original meaning. Furthermore, central terms and constructs have to be clearly defined in order to allow the reader to develop an understanding of the essential contents of the paper. As a third criterion, the contents have to be verifiable. Thereby the correct and complete citation of all sources used is essential. The fourth criterion is completeness. Excluding areas of a subject from examination has to be stated and justified in the paper. At last, it is important to present all own thoughts clearly. This is valid for the structure of the paper, the outline, as well as for the argumentation. A detailed description can be found in the book „Wissenschaftliches Arbeiten im Wirtschaftsstudium“ (Gleitsmann/Suthaus, 2013; available in the USB) which states the essential quality criteria of academic papers explicitly and furthermore provides an extensive guide on how to write an academic paper.

### 2.2 The introduction

The introduction is of particular importance to the overall paper. It is not only an introduction to the topic for the reader, but also represents a general framework regarding the further course of action for the author. A good introduction distinguishes itself by an accurate **problematization and demarcation of the topic**. In the problem statement it should be made clear why the topic is of theoretical and practical relevance, why it is not trivial and in which way it is a topic of current importance. In doing so, the paper should be distinguished from existing research in the respective subject area, the need of further research should be credibly shown and it should be stated in which way the paper contributes to the progress of research. This argumentation is the fundamental base of every academic paper und should by all means be supported by sources. More detailed information on how to write an introduction that draws the interest of the reader can be found in Grant & Pollock (2011). The problem statement should lead to a specific research question or objective. Thereby it is essential to show concisely which

research gaps the paper tries to fill or which goal the paper pursues. At this point intermediate goals can be formulated as well in order to clarify specific steps of the analysis. The introduction ends with the description of the approach in order to give the reader an impression of the focus and the execution of the analysis as well as the essential parts of the paper.

### **2.3 Course of action**

When writing scientific papers, a planned approach can facilitate the writing considerably. The process of writing a paper can be roughly divided into the following sections: Planning and preparation, topic demarcation, search for material, selection and evaluation of material as well as presentation of the material. At this point it becomes clear that multiple essential, preliminary steps, that have to be considered when creating a time schedule, have to be carried out before the manuscript itself is written. For detailed support regarding the individual steps of writing a scientific paper, we recommend the book „Wissenschaftliches Arbeiten“ (Theisen, 2012, 12th edition, available in the USB).

### **2.4 Writing style**

Furthermore, the linguistic style and the reasoning are essential aspects of a high-quality paper. The linguistic style should be impersonal, commonly understandable und precise. Moreover unreasonable time switches, complex sentence constructions, colloquial language as well as the unnecessary use of foreign words should be avoided. Naturally, the use of correct spelling and grammar have to be considered. Further advice on the linguistic form, including examples, can be found on Professor Starbuck's website (1999, <http://pages.stern.nyu.edu/~wstarbuc/Writing/Fussy.htm>, English).

Moreover one should pay attention to a clear writing style. Thoughts have to be expressed clearly and directly so that each word and each sentence contributes to the understanding of the argumentation. The reader should be able to understand main theses and reasoning by reading the paper once. Hence, introduced concepts should be defined first and then named and used consistently over the course of the paper. A good paper further distinguishes itself by a common thread that leads the reader through the paper from the introduction to the conclusion and that is characterized by clarity, directness and an interesting presentation. More detailed explanations regarding a clear writing style can be found in Ragins (2012).

At last, another helpful guidebook is suggested that further comprises topics of studying business sciences: „Einführung in das Studium der Betriebswirtschaftslehre. Ein Leitfaden für Studienplanung und Organisation des wissenschaftlichen Arbeitens“ (Weber, 1995, 2nd edition, p. 89ff).

### **3 General formal instructions**

We would like to inform you about the variety of appropriate literature that deals with writing scientific papers. Those can give you an idea on the formal requisites which good scientific papers should exhibit. For instance, good advice can be found in the paper “Zitat und Manuskript – Eine Arbeitshilfe für Studenten”, available under the following link: [https://www.schaeffer-poeschel.de/download/zitat/zitat\\_und\\_manuskript.pdf](https://www.schaeffer-poeschel.de/download/zitat/zitat_und_manuskript.pdf). Additionally, we recommend the literature mentioned at the end of our paper for more detailed information on scientific work. Soon you will recognize that there are many different kinds of formal styles. For this reason, it is pivotal to strictly keep at your chosen style throughout the whole paper or thesis.

Nevertheless, we would like to give you established standards of our chair that you should stick with, in order to allow for unity and simplicity. Moreover, we want to highlight certain formal rules that correspond to typical mistakes. Any article at our chair should be prepared according to these guidelines.

#### **3.1 Page setup**

The paper should be formatted in a proportional font (you are free to choose between *Times New Roman* and *Arial*), font size 12, with a 4 cm margin on the left and 1.5-2 cm on the right hand side. Please make sure to number your document. Due to the interest of improved readability we prescribe 1.5 line spacing and to format your paragraphs into full justification.

#### **3.2 Form of binding and number of copies to hand in**

The examination office requires your Diploma-, Master- and Bachelor theses *twice* in original size (information on formal instructions is provided on the office’s homepage).



Seminar papers are to be handed in *twice*, punched and bound with a flexi fastener at our office or directly at your respective adviser. Please do not use folders or clear plastic binders – just punch and simply bind your papers. In addition, you have to upload your papers in an electronic format to ILIAS. The given deadline has to be observed unconditionally. Papers handed in after the respective deadline will not be accepted.

We also want to inform you that you automatically agree with a software supported plagiarism check by handing in your paper or thesis.

### **3.3 Fundamental elements**

**Diploma-, Master- and Bachelor theses** exhibit the following components:

- Front page
- Index
- List of tables and figures where necessary
- List of abbreviations where necessary
- Text body
- Appendices where necessary
- Bibliography
- Affirmation

The usually provided maximum number of pages for the paper refers only to the text part. For **seminar papers** you do not have to apply lists of tables and figures or abbreviations as well as the affirmation.

#### **3.3.1 Lock flag**

In case a thesis contains confidential data of a company partner, a lock flag should be placed in the thesis before the front page. Please find an example for the statement in the appendix.

#### **3.3.2 Front Page**

To get an idea of the arrangement of the front page of papers for the topic of Business Policy and Logistics please look at the examples we provide in the appendix.

### 3.3.3 Index

The index that has to be put in front of your paper is supposed to give information on the structure and content of your paper. It refers to the respective number of the page of the paragraph. Please be sure to structure your index clearly and well-balanced in order to avoid overlapping contents so that it exactly reveals your way of reasoning.

Please remember that a second sub-chapter has to follow necessarily if you have one sub-chapter (i.e.: If you have chapter 1.1, a second chapter 1.2 should follow. Otherwise you only have chapter 1.). It is also very important to mind that your sub-chapters all cover the chapter they belong to so that no points of argumentation are left open. You should also assure that the headings match exactly the wording in the text.

You should structure to the third or fourth hierarchical level at most, because else it is hard to arrange your illustrations clearly, if you only have 15-18 pages at your disposal. For diploma, bachelor or master theses you can of course include more hierarchical levels. In addition, your paper should not be subdivided in too many single chapters.

### 3.3.4 Figures and tables

Tables and figures have to be numbered and named. The numbering can either be consecutively or refer to the respective chapter. Please list all those tables and figures in a suitable index.

### 3.3.5 Footnotes and citations

Positions, original thoughts, and other important demonstrations that you make use of in your paper have to be proved by citation. You can choose to either reflect what authors wrote (by reference) or quote directly (reference *plus* inverted commas). Direct quotes should be used sparingly and only if the exact wording appears to be important or strongly linked to the subject.

References in the text are done by short records that appear as consecutively numbered footnotes either at the bottom of each page *or* in the text. Independently of the chosen citation format it is highly important to make clear which part of the text is quoted: a word, part of a sentence, entire sentence or several sentences.

In the German citation method (short records in the footnotes) the reference is usually stated behind the punctuation mark, e.g. the period. In the American citation method (short records in the text) the source is quoted before the punctuation mark.

Short records in footnotes: The internet is an important technology.<sup>1</sup>

Short records in the text: The internet is an important technology (Porter, 2001, 63).

In the following the seminars preferred ways of short records are shown exemplarily. Either to highlight a specific opinion/information or a direct quote [1] or to make a reference to the general objectives of a source [2]. An accurate page reference has to be included for direct and indirect quotes. The quotation of the whole source is then stated in the bibliography at the end of the paper.

**Footnotes :** <sup>1)</sup> Auerbach & Delfmann (2005), pp. 66-69.

<sup>2)</sup> cf. Lufthansa (2008), pp. 10-15.

**In text citation:** 1: (Auerbach & Delfmann, 2005, 66-69)

2: (Lufthansa, 2008, 10-15)

The respective declarations in a list of references you find in chapter 2.3.5. It is pivotal to keep at your chosen style throughout your entire paper.

If there are more than one cited papers of the same author (or different authors with the same name) in one year, please add an a,b, etc. to the reference that is based on the year of publishing to assure a clear identification of the cited reference (e.g. <sup>“3)</sup> See Delfmann (2005a)”). This rule counts for citation, as well as for the indication in the list of references.

As regards recent topics or sub-chapters that are discussed in the daily press you are allowed to cite newspaper articles as a means of illustration. If the author of an article is not mentioned in the newspaper, please add an n.A. for “no Author” to the footnote and the entry in the list of references. As similar means you may cite sources from the internet. Those also have to be proved in the footnotes including the author, reference and page number, where applicable. Only the full citation includes the URL and the date of the page impression.

### 3.3.6 List of references

In the following the above-named footnotes and their respective form of full citation, that is the entry in the list of references, will be demonstrated. At this, it is distinguished between the most frequent cases “articles from edited volumes”, “articles from scientific journals”, “entries and chapters in books”, “newspaper articles”, and “internet sources”. Please mind, that the references in the index should be alphabetically ordered, and *not* arranged according to the following categories.

#### Articles from edited volumes

**Auerbach, S. & Delfmann, W. (2005):** Consolidating the network carrier business model in the European airline industry; in: Delfmann, W.; Baum, H.; Auerbach, S.; Albers, S. (Eds.): Strategic Management in the Aviation Industry. Aldershot: Ashgate p. 65-96.

#### Articles from a professional journal

**Delfmann, W.; Albers, S. & Gehring, M. (2002):** The impact of electronic commerce on logistics service providers; in: International Journal of Physical Distribution & Logistics Management, Vol. 32(3), p. 203-222.

#### Entries and chapters in books

**Berens, W.; Delfmann, W. & Schmitting, W. (2004):** Quantitative Planung: Grundlagen, Fallstudien, Lösungen; 4. edition, Stuttgart: Schäffer-Poeschel.

#### Newspaper articles

**n.A. (1999a):** Air France schließt mit Delta eine Strategische Allianz; in: Handelsblatt, no Vol., No. 118 (23.06.1999), p. 17.

#### Internet sources

**CSCMP (2006):** Council of Supply Chain Management Professionals, Supply Chain Management / Logistics Management Definitions, URL: <http://www.cscmp.org/Website/AboutCSCMP/Definitions/Definitions.asp> (access 09.02.2006).

If the source is available in both forms, paper and online, you should generally cite the paper form. This especially counts for pdf- or Word-documents that are available online, like journal

articles and working paper. In this cases you can add the respective URL as a kind of service for the reader (see the following example).

**Reihlen, M. (1998):** Führung in Heterarchien, Arbeitsbericht No. 98 des Seminars für Allgemeine Betriebswirtschaftslehre, Betriebswirtschaftliche Planung und Logistik der Universität zu Köln, Köln. (URL: <http://www.spl.uni-koeln.de/fileadmin/documents/arbeitsberichte/arbb-98.pdf>).

### 3.3.7 Appendix

The appendix is not included in the required number of pages. It serves to include additional illustrations (e.g. calculations, figures) that are not mandatory for understanding the text. You may refer to the demonstrations in the appendix when necessary.

## 4 Literature research

One of the students' main problems that occur especially within their first scientific paper is the reproduction of the different sources of literature they read. Particularly basic and popular topics that offer literature in a broad range bring those problems about. But please desist from frequent direct citation, because your paper should not present a summary of others' thoughts and phrases. This would only show that you are able to search the appropriate literature, but it would not prove that you are capable of elaborating basic issues on your own and question them critically if necessary.

For this reason, leave some time between reading through your literature and starting to write. Otherwise you might tend to just copy the authors' phrases. It would be better to first reflect the literature and then try to work up the different manners of presentation. This helps you to build up an own framework that you think is appropriate for your topic.<sup>3</sup> Not until you start to work within your framework, you can start expressing in your own words and, what is even more important, to argue.

Of course do not forget to prove the reproduction of arguments by citation.

---

<sup>3</sup> Additionally, this framework is also proper for creating an index and for the discourse with your supervising assistant.

#### **4.1 Character and quantity of sources**

There is no general recommendation for the quantity of sources. But experience has shown that the quality of the cited sources far better reflects the quality of the respective paper. “Good” references show a sophisticated approach to the topic. But in order to get a profound idea of the subject, a certain number of sources is necessary, because only one who has read through many different texts can reveal those of higher quality. The basic literature given by your instructor is a good starting point for researching further literature. It is, however, just a starting point and *not* sufficient for your paper since the particular research of qualified sources is expected as a basic personal contribution. The “Journal-Ranking des Verbands der Hochschullehrer für Betriebswirtschaft” (VHB) serves as good indication for an article’s quality (see also next paragraph “Hints for literature research”). According to this, please keep in mind to prove your argumentation by means of high-quality sources (= rating of minimum B, better A or A+) if available. In highly specialized or new research fields there might be no scientific papers available in journals rated B, A, or A+. In this case you should use sources from the next highest quality level. You will find the most recent VHR JOURQUAL Ranking v3 at: <http://vhbonline.org/service/jourqual/vhb-jourqual-3/tabellen-zum-download/>.

#### **4.2 Hints for literature research**

Articles and texts that you use for your paper can either be taken from books and journals, or you can find them in electronic data bases. As mentioned above, a journal’s quality can be judged by means of journal rankings. Please keep in mind that the core arguments of your paper should be based on references of high quality. Data bases facilitate access to articles from journals, such as “Business Source Complete” (access from the University’s network via the University’s Wi-Fi or by using a VPN-client – further information on set up and usage can be found on the USB’s website. <https://www.ub.uni-koeln.de/digital/nutzungshinweise/>).

In case your program works properly you can navigate your way to various electronic databases (menu on the left side: „E-Medien“ -> „Datenbanken“ -> „Wirtschaftswissenschaften“). By choosing this section you are given the “TOP-databases” right on top, that will provide a wide range of scientific literature. A click on the respective database (and another one on “Datenbankrecherche starten”) leads the user usually to an adjustable search mask that defines the search by selected criteria (e.g. author, title, year, and topic). Through clicking on “PDF Full Text” underneath the articles characteristics you directly receive a copy of the article. If

you can only see the yellow word “Verfügbarkeit” in this spot, the article is not available in this particular database but via clicking on the symbol (and some following clicks) the USB frequently enables a forwarding to the article in a different database.

The screenshot shows the EBSCO Business Source Complete search interface. The search term "joint venture" is entered in the search bar, and the results are limited to the years 2008 to 2014. The interface shows three search results, each with a title, author, journal information, and a "Verfügbarkeit" (Availability) status.

**Search Results: 1 - 30 of 1,818**

- Enhancing Innovation Through International Joint Venture Portfolios: From the Emerging Firm Pe**  
By: Sunny Li Sun; Lee, Ruby P. *Journal of International Marketing*, Sep2013, Vol. 21 Issue 3, p1-21. 21p. 1 Diagram, 2 Charts, 1 Gi  
Subjects: JOINT ventures; TECHNOLOGICAL innovations; PORTFOLIO management (Investments); STRATEGIC alliances (Bus  
Show all 5 images  
Cited References: (89)  
PDF Full Text (22.1MB)
- The assignment of call option rights between partners in international joint ventures.**  
By: Tong, Tony W.; Li, Sali. *Strategic Management Journal*, Oct2013, Vol. 34 Issue 10, p1232-1243. 12p. 2 Charts. DOI: 10.1002/srn  
Subjects: OPTIONS (Finance); JOINT ventures; INTERNATIONAL business enterprises; REAL options (Finance); ORGANIZATION  
CORRELATION (Statistics); REGRESSION analysis; DYADS  
Cited References: (36)  
Verfügbarkeit
- International Joint Ventures among Developing Country Multinationals: The Case of Salinas Gro**  
Joint Ventures Internacionales entre multinacionales de países en vías de desarrollo; El caso del Grupo Salinas-Faw. / Joint Ve  
desenvolvimento: O caso de Salinas Group-Faw. By: Montoya, Miguel A. GCG: *Revista de Globalización, Competitividad & Gober*  
10.3232/GCG.2012.V6.N1.02.  
Subjects: INTERNATIONAL business enterprises; JOINT ventures; COMPETITION (Economics); SALINAS Group (Company); FIF  
Cited References: (13)  
PDF Full Text (461KB)

Figure 1: Representation of an item search for “joint venture” limited to the years 2008 to 2014, in the database “Business Source Complete”

Searching with databases requires some training but allows a targeted search and easy access to the interesting articles for your paper. The following data bases might support your research activities (also available via <http://www.ub.uni-koeln.de>):

### **Business Source Complete (via EBSCO):**

[http://rzblx10.uni-regensburg.de/dbinfo/einzeln.phtml?bib\\_id=usb\\_k&colors=63&titel\\_id=5660](http://rzblx10.uni-regensburg.de/dbinfo/einzeln.phtml?bib_id=usb_k&colors=63&titel_id=5660)

### **ABI/INFORM Complete (via ProQuest):**

<http://search.proquest.com/abicomplete?accountid=10218>

### **Emerald Management:**

<http://www.emeraldinsight.com>

## 5 Documentation of qualitative data (e.g. Interviews)

Qualitative research methods are a common instrument for the empirical investigation of research questions that were rarely examined so far. With regards to a written paper, especially the description and preparation of the retrieved data is in focus. A typical method of qualitative investigation is the *interview*, which have to be transcribed and adequately cited in the text.

### 5.1 Instructions for the transcription of interviews

*Transcribing* denotes the conversion of conversations into a written form. In contrast to a simple transcript, phenomena of oral speech (e.g. interruptions, intonation) are also considered in a systematical manner. Thereby it is especially important to find an adequate trade-off between precision and clarity/readability (PH Freiburg, 2015).

In order to systematically evaluate the interviews it is best to comply with established rules of transcription. An overview can for example be found in „*Einführung in die qualitative Sozialforschung*“ (Mayring, 2002, pp. 85-103; available in the USB). Generally a transcript should contain every spoken word including hints of sounds, intonation, pauses and speech accompanying actions. The transcripts have to be provided as electronic documents and added to the CD-ROM that supplements a thesis.

### 5.2 Citation of interview sources

If one conducts interviews as part of his/her thesis, the interviews must be listed in the appendix in tabular form. Besides the name of the interviewee, the table (see below) should also contain his/her hierarchical level and function, the organization to which he/she belongs as well as the length and the date of the interview. Furthermore every interviewee receives a code (e.g. X1 for company X and interviewee 1) that is used in the text as a short citation. According to the previous rules a citation should for instance be documented as follows: “The network has innovation potential.” (X1, 2015). For the documentation of interviews, it is of great importance to clarify before an interview if the interviewee might want to stay anonymous<sup>4</sup>. Consequently,

---

<sup>4</sup> At this point also consider the possibility to create a lock flag (see 2.3.1 in this guideline). The respective use of a lock flag and/or an anonymization has to be discussed individually with the affected company and your academic tutor.



all requests for anonymity have to be considered in the academic paper (in the text as well as in the tabular overview).

The tabular list of interviewees should be designed as follows:

No.	Interview-Code	Name	Hierarchical level	Function	Organization	Length (in min.)	Date
1	X1	Peter Müller	Director	Director of Logistics	X Logistics AG	45	Nov. 19 <sup>th</sup> , 2012
2	Y1	-	Executive	Head of Marketing	Y IT GmbH	43	Dec. 4 <sup>th</sup> , 2013
...	...	...	...	...	...	...	...

The referencing of interviews in the list of references should be designed as follows:

**X1 (2012):** Interview with Peter Müller, “Director of Logistics”, Logistics Department, X Logistics AG (Nov 19, 2012).

**Y1 (2013):** Interview with the “Head of Marketing” [anonymized]; Executive, Y IT GmbH (Dec 4, 2013).

## 6 Layout of presentations

The presentation of the results is the second core element of the seminar. In order to support the presentation of your train of thoughts, you should commonly generate charts. Please keep the following aspects in mind:

- The font size has at least to be 14 and you should use a dear font (e.g. Arial or Verdana).
- Please mind that charts only generated for presentation purposes should not be overloaded.
- Exceptional figures might be nice to look at, but from an academic point of view that is not necessary. It is more important to have a dear structure of the contents in your presentation.
- For each slide you should calculate *at least* two minutes of presentation time. Therefore you should not prepare too many slides in order to keep at your time frame.

During your presentation, we will provide a beamer and a laptop. Therefore it is sufficient for you to bring your presentation on a USB-stick or an optical medium. In order to be prepared

for unpredictable technical problems, please bring along your presentation in a printed version as well.

## **7 Concluding comment**

At our seminar, we discovered that there is an empirical evidence for the correlation between good content and structure and good formal style and vice versa. According to this, a consistent compliance with our formal requirement as well as an appropriate structuring of your academic paper is absolutely crucial, but not at all sufficient for the success of your elaborations.

Moreover, we would like to remind you to read through your papers very attentively. Do not judge your fellow student's papers or reviews just by their content, but also pay attention to the formal style, the citation, the extent to which the chosen style is used consistently, etc. You will notice severe differences and thereby develop a grasp for "good" and "worse" papers. Because finally your style in form and content contributes to your academic success. By practicing, you will be much more confident in writing working papers or memos at your prospective work place, or maybe you can even use your experiences in writing a dissertation.

**We wish you good luck and fun working on your paper!**

## Appendix 1: Design for front pages of Master- and Bachelor theses

T o p i c

Master thesis in the subject of ... (NOT NECESSARY FOR BACHELOR THESIS)

Supervisor: Prof. Dr. Dr. h.c. Werner Delfmann

Submitted for the Master-/Bachelor examination in the field of study .....

of the **Faculty of Management, Economics and Social Sciences** of the University Cologne

Cologne ... (year of submission)

Name:

Number of terms:

Matriculation number:

Telephone number:

Email:

## **Appendix 2: Design for front pages of seminar papers**

**UNIVERSITY OF COLOGNE**  
DEPARTMENT OF  
BUSINESS POLICY AND LOGISTICS  
Prof. Dr. Dr. h.c. Werner Delfmann

(Name of the course - term)

Topic (Number of topic)

Contributor:

Term:

Matr.-No.:

Address:

Tel.-No.:

Email:

## Appendix 3: Example for lock flag

### Lock Flag

The thesis entitled „<Topic>“ contains confidential data of *Company XYZ*. Thus, this work contains a lock flag and should not be made available to the public in its full length. The data mentioned in the course of the thesis should be treated confidentially.

Cologne, Month/Year

---

Name of the author

## Appendix 4: Further readings

**Grant, A. M., & Pollock, T. G. (2011):** Publishing in AMJ–Part 3: Setting the hook.

Reflections on the craft of clear writing. *Academy of Management Journal*,  
54(5), 873-879.

**Ragins, B. (2012):** Reflections on the craft of clear writing. *Academy of Management Review*,

37(4), 493-501.

**Starbuck, B. (1999):** Fussy Professor Starbuck’s Cookbook of Handy-Dandy Prescriptions for

Ambitious

Authors.

URL:

<http://pages.stern.nyu.edu/~wstarbuc/Writing/Fussy.htm> (Zugriff 27.01.2008).

**Theisen, M. R. (2005):** Wissenschaftliches Arbeiten, 12. Auflage, München: Vahlen.

**Weber, W. (1995):** Einführung in das Studium der Betriebswirtschaftslehre. Ein Leitfaden für

Studienplanung und Organisation des wissenschaftlichen Arbeitens. 2. Auflage,  
Stuttgart: Schäffer-Poeschel.

## **Appendix 5: Eigenständigkeitserklärung**

Note: It is important, that you use the German text for your “Eigenständigkeitserklärung”, although you are writing your thesis or paper in English.

### **Erklärungen der Studierenden zu Haus- und Abschlussarbeiten**

Der Hausarbeit ist eine Erklärung des Prüflings mit folgendem Wortlaut beizufügen: „Hiermit versichere ich, dass ich die vorliegende Arbeit selbstständig und ohne die Benutzung anderer als der angegebenen Hilfsmittel angefertigt habe. Alle Stellen, die wörtlich oder sinngemäß aus veröffentlichten und nicht veröffentlichten Schriften entnommen wurden, sind als solche kenntlich gemacht.“

### **Bachelor-, Master- bzw. Diplomarbeit**

Der Arbeit ist eine Erklärung des Prüflings mit folgendem Wortlaut beizufügen: „Hiermit versichere ich an Eides statt, dass ich die vorliegende Arbeit selbstständig und ohne die Benutzung anderer als der angegebenen Hilfsmittel angefertigt habe. Alle Stellen, die wörtlich oder sinngemäß aus veröffentlichten und nicht veröffentlichten Schriften entnommen wurden, sind als solche kenntlich gemacht. Die Arbeit ist in gleicher oder ähnlicher Form oder auszugsweise im Rahmen einer anderen Prüfung noch nicht vorgelegt worden. Ich versichere, dass die eingereichte elektronische Fassung der eingereichten Druckfassung vollständig entspricht.“