



GEORG-AUGUST-UNIVERSITÄT  
GÖTTINGEN

Prof. Dr. Dr. Fabian Jintae Froese

**Guidelines for seminar / bachelor / master theses**

Chair of Human Resource Management and Asian Business

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## 1 General information about seminar / bachelor / master theses

The following guidelines are valid for all seminar / bachelor / master theses that are written at Prof. Dr. Dr. Fabian Jintae Froese's *Chair of HRM and Asian Business*. These guidelines are obligatory for all academic theses and must be considered by every student in their final version. In case that the economic examination office offers different requirements in the examination regulations the student should consult the responsible research associate.

The academic theses should be submitted by the students as follows:

- One hardback copy as well as two electronic versions (pdf and word) of the **seminar theses** have to be submitted to the responsible research associate by the due date. The electronic versions should be sent via email on the same day.
- Two hardback copies of the **bachelor / master theses** have to be submitted to the Business and Economics examination office (check the opening hours in advance!) by the due date. One of the hardback copies should include the electronic versions of the thesis on a CD or USB flash drive. In addition, two electronic versions (PDF and Word) of the **bachelor / master theses** have to be submitted to the responsible research associate by the due date as well. The electronic versions should be sent via email on the same day.
- For **any type of thesis (seminar / bachelor / master)**, all literature (e.g. journal articles) and the analyzed data (e.g. statistical data, interview transcripts, audio files) that were used should be handed in to the supervisor(s) either on CD, USB or via E-Mail. The total size of e-mail attachments should not exceed 5 MB. For larger attachments, we recommend using the university's cloud service OwnCloud. Please upload the required files and share the containing folder via a link when you e-mail the supervisor(s): <https://owncloud.gwdg.de/>

## 2 General structure of academic theses

The following structure of academic theses includes all parts of the theses in the right order:

1. Title page / Cover page (compare 2.1)
2. Abstract (compare 2.2)
3. Table of contents (on a separate page, compare 2.3)
4. List of figures (on a separate page, where required, compare 2.4)
5. List of tables (on a separate page, where required, compare 2.4)
6. Contents of the appendix (on a separate page, where required, compare 2.5)
7. List of used short forms (on a separate page, where required, compare 2.6)
8. List of used symbols (on a separate page, where required, compare 2.7)
9. Body (compare 3)
10. References (compare 3.5)
11. Appendix (where required, compare 2.5)
12. Interviews, including transcripts (where required, compare 2.8)
13. Surveys (where required, compare 2.9)
14. Declaration of authorship (on a separate page, compare 2.10)

The chair places a great emphasis on a high level of academic working patterns. Especially master students should work empirically-based (primary, secondary quantitative data and/or qualitative data) in their theses. Therefore, it is recommended to take part in the seminar “Empirische Methoden im Personalmanagement” (Bachelor level), “Human Resource Management Seminar” (Master level), “Survey Research”, or a comparable course (e.g. “Wissenschaftliches Arbeiten” offered by the Chair of *Marketing and Consumer Behaviour*). The recommended language for the academic theses is English.

### 2.1 Title page / cover page

The following page shows an example of a cover page. The students are allowed to create their own title page, but they must provide all information that are given here:



GEORG-AUGUST-UNIVERSITÄT  
GÖTTINGEN

Prof. Dr. Dr. Fabian Jintae Froese

**[general topic of the seminar; name or number of the topic if available]\***

**[title of the seminar / bachelor / master thesis]**

Chair of Human Resource Management and Asian Business

**[bachelor / master thesis]\*\***

[an academic work of 12 / 20 weeks]\*\*

Submitted by:

[first name surname]

[matriculation number]

[address]

[telephone number]

[e-mail address]

Supervisor:

Prof. Dr. Dr. Fabian Jintae Froese

[name of the research associate]

[date of submission]

\*just required for seminar theses

\*\*just required for bachelor / master theses

## 2.2 *Abstract*

The theses should start with an abstract that includes the title and a short summary of the content of the thesis (up to 100 words in length). The abstract should be written in a 'reader-friendly' way that is informative for non-specialists as well. Do not use any reference citations in the abstract and be sure that the abstract does not contain any information that could identify the author. In most cases the authors write the abstract at the end of their work. Furthermore, the abstract has to be written in English; also if the thesis is written in German.

At the end of your abstract, choose three to six keywords from the **JIBS keyword list** that describe your paper for indexing: <https://www.palgrave.com/de/jibs-keyword-list/13353650>

### 2.3 Table of Contents

The table of contents reflects the structure of the theses and shows the focus of the paper. Therefore, it is necessary that the headlines are significant (one word is not significant) and not double used in different chapters. In order to structure the theses the student should use decimal numeration (e.g. 1, 1.1, 1.2, ...) in front of each headlines and provide the page number where the chapter begins. Furthermore, it is obligatory that chapters with e.g. the subitem 1.1 need to have a second subitem 1.2.

### 2.4 Tables and list of figures

All figures (including line drawings, maps, charts, graphs, diagrams, photos, etc.) and tables in the theses have to be listed separately and numbered continuously with a short and descriptive title as follows:

- Figures: Figure 1:..., Figure 2:..., etc.
- Tables: Table 1:..., Table 2:..., etc.

In general titles of figures are **below** the images and titles of tables are **above** them. Furthermore, they should be left-aligned. Each table or figure must have at least one sentence in your text that introduces it. The position of each table and figure in the text should be indicated on the page where it is introduced ("Figure 1 shows here..."). Especially tables should be understandable on its own. The text should just highlight the main points in a table and summarize its message, but not duplicate the details. Any necessary notes should be included as footnotes to the table. Tints are not acceptable in figures as they do not reproduce well in printing.

The used figures and tables (no figures and tables of the appendix) have to be listed (well-arranged) in a list of figures/tables including the title and the page number. Please use the following format e.g.:

- Figures:
  - Figure 1: Overview of relevant HR factors in Asian Culture .....6
  - Figure 2: Key stakeholder of an HR department..... 8
  - Figure 3: The interdependencies of culture and performance..... 13
- Tables: compare figures; do not split tables on two pages

All figures and tables which are not absolutely relevant for the argument but contribute to a better understanding of the theses should be located in the appendix. For a better overview of the appendix it is necessary to list all figures and tables with titles and page number as well. The students can choose on their own how to number all items in the appendix and how to design the list of the appendix. The sources of all used figures and tables have to be cited directly below the figures and tables. Please indicate figures, tables and examples which are self-made and which are self-made but based on someone else.

### 2.5 Appendix

As mentioned in the last chapter all items which are not absolutely relevant for the argument but contribute to a better understanding of the theses should be placed in the appendix. In most cases questionnaires, transcripts of interviews, non-published sources etc. can be found in the appendix. The design of the list for the appendices and the numbering is up to the students.

## 2.6 Short forms and list of short forms

In general the students should avoid using short forms in their theses for a better readability. However, the use of commonly used short forms like “etc.” or “e.g.” is allowed. These short forms do not have to be listed in the list of short forms. The first time when not commonly used short forms are mentioned in the text the long form has to be used with the short form in brackets, e.g.: Human Recourses (HR). These short forms have to be listed.

## 2.7 List of symbols

It is recommended to list all symbols in a separate list (compare 2.6) if more than ten symbols (e.g.  $\Sigma$ ,  $\alpha$ , etc.) are used.

## 2.8 Interviews

The list of interviews should at least contain the name of the interviewee, the organizational position or job of the interviewee as well as location and date of the conducted interview. All interview dates should be ranked in an alphabetical order. Besides, the interview manual and the transcripts of each interview have to be added.

## 2.9 Survey

Please add the original format of the conducted survey.

## 2.10 Declaration of authorship

The declaration at the last page has to contain the following:

“I, ..... [name] declare that this thesis ‘.....’[title of academic thesis] and the work presented in it are my own and has been generated by me as the result of my own original research.

I further confirm that:

1. This work was done wholly or mainly while in candidature for a research degree at this University;
2. Where any part of this thesis has previously been submitted for a degree or any other qualification at this University or any other institution, this has been clearly stated;
3. Where I have consulted the published work of others, this is always clearly attributed;
4. Where I have quoted from the work of others, the source is always given. With the exception of such quotations, this thesis is entirely my own work;
5. I have acknowledged all main sources of help;
6. Where the thesis is based on work done by myself jointly with others, I have made clear exactly what was done by others and what I have contributed myself;
7. Either none of this work has been published before submission, or parts of this work have been published as:  
[please list references below];
8. I hereby confirm that the hardcopy and the electronic version of my thesis are congruent.

Signed: .....[Your signature]

Place and date: .....[Your location and due date]“

### 3 Specific body of the paper

#### 3.1 *Length of the theses*

Seminar theses should usually have around 5.000 – 9.000 words as long as no other agreements with the responsible instructor exist. Bachelor theses have a length of 6.000 - 9.000 words and master theses have a length of 7.000 - 10.000 words. This includes references and tables. Appendices are not included in the word count. Please note that not quantity but quality counts!

#### 3.2 *Style of presentation*

Please use the following style of presentation throughout the whole theses:

- The main font type should be 11-point Times New Roman.
- Use the standard single column layout throughout the thesis and A4 paper size.
- Margins should be 2.54 cm (1 inch) at the top, bottom, and sides of the page.
- Line-spacing: 2 for all body texts, including abstract, references, endnotes and appendices.
- The text as well as the figures, tables and examples should be left-aligned or justified.
- Within the main body of the thesis, quotations from interviews should be indented and use 10-point Times New Roman font (example: <https://doi.org/10.1057/s41267-020-00307-z>).
- Number all pages in your manuscript, starting with the abstract page (in Roman numerals) and continue with Arabic numerals for the body of your thesis. Page numbers should be centered at the bottom of the page.
- Use one space, not two spaces, between sentences.

Note: Unless specifically indicated in these guidelines, the presentation and formatting should adhere to the Journal of International Business Studies style (please see [www.jibs.net](http://www.jibs.net) for more information).

#### 3.3 *Citation*

Citations to the literature should be included in the text, not in the endnotes or footnotes. When citing a list of references in the text, put the list in alphabetical order and separate authors by semicolons; for example, "Several studies (Buckley & Casson, 1976; Dunning, 1993a, 1993b; Rugman & Verbeke, 2003) support this conclusion." If a work has two authors, give both names every time you cite it; for example, Rugman and Verbeke (1998). For three through six authors, give all names the first time the work is cited and then use the first author's name and "et al." for all subsequent citations. For works with seven or more authors, use the first author's name and "et al." for all in-text citations, including the first citation.

To cite a direct quotation, give pages after the year, separated by a colon and a space. Example: "Boddewyn argues that for something to happen it must be not only 'favorable and possible but also wanted and triggered' (1988: 538)".

### 3.4 Structure of Contents

The body of each thesis is divided into three main parts: introduction, main body (Literature Review, Theoretical framework, Derived model, Empirical methods and analysis, Results/Findings) and Discussion.

The introduction should state clearly the objective of the paper including the research question as well as the motivation and context of the research. In general, three questions should be addressed:

- 1) **Why** is your research **important**?
- 2) **What** are the research **gaps**?
- 3) **What** are the **contributions** of your paper regarding the scientific discourse related to your topic of research?

The main body includes a literature review of relevant articles, books and other items which have a direct link to the topic. The main constructs should be defined and the underlying theory of the research should be introduced. Quantitative papers should develop hypotheses based on theory. Qualitative papers should develop research questions. Conceptual papers should comprehensively review the extant literature. If applicable, the empirical section should provide appropriate citations to the statistical methodology used and a complete explanation only if the methodology is new. Full details of potential statistical analyses and results (quantitative papers) / findings (qualitative papers) must be presented here as well.

The Discussion should follow a standard structure: 1) brief summary, 2) theoretical implications, 3) practical implications, 4) limitations and avenues for future research. In research papers, the theoretical implications would be important. The discussion should match the introduction and be based on the main body.

### 3.5 Notation of References

The basis of excellent academic work is the use of relevant literature. The library of the University of Göttingen (Niedersächsische Staats- und Universitätsbibliothek Göttingen (SUB)) offers a wide range of such literature which should be used to write the theses. To gain a first insight into a topic books can be helpful. However, students should focus more on current articles in relevant high-ranked journals (A and B ranked) instead of using books. Please see the list of recommended journals in the area of management below:

Journal	Rating
Academy of Management Journal	A+
Academy of Management Review	A+
Administrative Science Quarterly	A+
Organization Science	A+
Journal of Applied Psychology	A
Journal of International Business Studies JIBS	A
Journal of Management	A
Journal of Management Studies	A
Organization Studies	A
Organizational Behavior and Human Decision Processes	A
Organizational Research Methods	A
Personnel Psychology	A
Journal of Organizational Behavior	A
Leadership Quarterly	A
Industrial and Labor Relations Review (ILR Review)	A/B
Journal of Occupational and Organizational Psychology	B
British Journal of Management	B
Human Relations	B
Research in the Sociology of Organizations	B
Human Resource Management	B
Journal of Vocational Behavior	B
Human Resource Management Journal	B
International Journal of Human Resource Management	B
Journal of Applied Behavioral Science	B
Management Learning	B
Applied Psychology	B
Work, Employment and Society	B
Journal of Managerial Psychology	B
Industrial and Corporate Change	B
Human Resource Management Review	B
European Journal of Work & Organizational Psychology	B
Academy of Management Learning & Education	B
Journal of Business and Psychology	B
Gender, Work & Organization	B
Employee Relations	B
Group & Organization Management	B
European Management Review (EMR)	B
Journal of Personnel Psychology (früher: Zeitschrift für Personalpsychologie)	C
Organizational Dynamics	C
Zeitschrift für Personalforschung: German Journal of Research in Human Resource Management	C
Cross Cultural and Strategic Management	C
Journal of Knowledge Management	C
Journal of Change Management	C
Zeitschrift für Arbeits und Organisationspsychologie A&O	C
Arbeits und Organisationspsychologie A&O	C

Source: VHB-Jourqual3 Rating

If you conduct a thesis on an intersection between management and other areas, e.g. entrepreneurship, information systems, please also consider the relevant literature of the other area. In that case please consult the journal ranking of VHB: <https://vhbonline.org/vhb4you/jourqual/vhb-jourqual-3/>

All references which are cited directly or indirectly (only the literature that was used and cited in the text – not the whole literature which was read) in the theses have to be listed in the reference list at the end of the text in alphabetical order by author name (use the "corporate author" or the journal name where no individual author's name is given). The students should make certain that the reference for each citation in the text is complete, and that the cited dates and the spellings of the authors' names in the text and references are in agreement. Include full page range for all journal references and book chapters. Include both the volume and issue (number [if applicable], season, month, or date) for journal/periodical references. The following are examples of proper form for the reference list:

*Journal/periodical articles*

Cosset, J., & Suret, J. 1995. Political risk and benefits of international portfolio diversification. *Journal of International Business Studies*, 26(2): 301-318.

*Financial Times*. 1996. Survey - Czech Republic: Message from the people. December 6: 3.

*Books*

Donahoe, J. D. 1989. *The privatization decision*. New York: Basic Books.

*Papers*

Harley, N. H. 1981. Radon risk models. In A. R. Knight & B. Harrad (Eds), *Indoor air and human health*, Proceedings of the Seventh Life Sciences Symposium, 29-31 October 1981, Knoxville, USA: 69-78. Amsterdam: Elsevier.

*Chapters in edited books*

Caves, R. E., & Mehra, S. K. 1986. Entry of foreign multinationals into the US manufacturing industries. In M. E. Porter (Ed.), *Competition and global industries*: 449-481. Boston, MA: Harvard Business School Press.

*Dissertations*

Salk, J. E. 1992. *Shared management joint ventures: Their developmental patterns, challenges and possibilities*. Unpublished PhD Dissertation, Sloan School of Management, Massachusetts Institute of Technology, Cambridge, MA.

*Online documents*

The Investment Company Institute. 2004. Worldwide mutual fund assets and flows, third quarter 2003. <http://www.ici.org>. Accessed 4 February 2004.

*Online journal articles / advance online publication articles*

Hutzschenreuter, T., & Voll, J. C. 2007. Performance effects of "added cultural distance" in the path of international expansion: The case of German multinational enterprises. *Journal of International Business Studies*, advance online publication August 30. doi:10.1057/palgrave.jibs.8400312.

In cases that one author has published more than one work it is recommended that the works should be listed according to date – start with the oldest one. If there are several publications of one author within one year the students should add a, b, c, etc. to the publishing date in order to avoid confusion.

### 3.6 *Readability*

Write in an interesting, readable manner. Vary your sentence structure. Keep sentences short so the reader does not get lost before the end of a sentence. Do not write long, run-on paragraphs. Put sentences in the active voice ("I did") instead of the passive voice ("It was done") to make it easy for readers to see who did what. Use the first person ("I" or "we") to describe what you did. Avoid using heavily technical terms. If you do use technical terms, either conceptual or analytical terms, define them when they first appear in the text. Long but necessary methodological details, such as explanations of the calculation of measures, should be placed in a separate appendix at the end of the manuscript. Check and correct spelling and punctuation before submitting your work. Be consistent in your capitalization, spelling, hyphenation and formatting throughout the paper. Avoid common usage errors such as "it's" and "its", "affect" and "effect", and "that" and "which". Singular (plural) nouns require singular (plural) pronouns and verbs. "Data" is a plural noun; "none" is singular. "Who" should be used for people; "that" and "which" for organizations. Avoid using "impact" as a verb. Use semicolons to help define long lists that include both groups and subgroups. If a clause is inserted in a sentence use paired commas to set off the clause.