

Wiesbaden Business School



RheinMain University
of Applied Sciences

Guidelines for Written Assignments and Theses

International Management (BIM & MIM)

Wiesbaden Business School

RheinMain University of Applied Sciences

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Contents

List of Abbreviations	III
1 Preliminary Note.....	1
2 General Requirements	1
2.1 Submission of Papers	1
2.2 General Format and Number of Pages.....	2
2.3 Order of Pages.....	3
3 Special Requirements	3
3.1 Abbreviations	3
3.2 Figures and Tables	4
3.3 Table of Contents	4
3.4 Citations	5
3.5 List of References	7
3.6 Appendix.....	9
4 Additional Notes.....	10
4.1 Terminological Consistency	10
4.2 Orthography	10
5 References.....	10
Appendix.....	12



List of Abbreviations

BBA	Bachelor of Arts in Business Administration
BIM	Bachelor of Arts in International Management
CD	Compact Disc
MIM	Master of Arts in International Management
URL	Uniform Resource Locator



1 Preliminary Note

The following information is intended to serve as a guideline for the preparation of academic papers (term papers/written assignments, bachelor's and master's theses) in the International Management (IM) degree program at Wiesbaden Business School of RheinMain University of Applied Sciences. It may also be used in other degree programs (e.g., BBA). Please note that German and English writing conventions may differ. For additional information refer to more detailed sources (e.g., American Psychological Association, 2020; Bailey, 2015). In addition, the examination regulations applicable for you at the relevant time (e.g., BIM PO 2016) are legally binding. No legal entitlement can be derived from these guidelines.

2 General Requirements

The general requirements constitute the basis for preparing and writing academic papers. Detailed explanations are provided in the following sections.

2.1 Submission of Papers

Written assignments (sometimes referred to as 'term papers') must be submitted as a **single** copy (hole-punched and stapled, if applicable in digital form) as agreed with the professor or adjunct instructor responsible. **Bachelor's and master's theses** must be submitted in **triplicate** and bound, to the Service Center of the faculty (if not otherwise agreed in the "Vergabeprotokoll"). Regardless of the type of paper (written assignment, bachelor's, or master's thesis), a **digital version** (flash drive, CD, or other electronic data carrier) must always be included. This must contain the work in digital form (in the original format, usually Word) as well as all electronically available sources (incl. internet sources, usually PDF). The due date is deemed to have been met if the submission is date-stamped and received at the post office by 24:00 hours (midnight) on the day of the submission deadline (Section 11 (6) of the Examination Regulations, Part A). Alternatively, the mailbox for time-sensitive documents, located in front of the faculty building, Bleichstrasse 44, can also be used. In this case, the deadline for posting the paper is 24:00 hours (midnight) on the day of the submission deadline.



The **deadline** for bachelor's and master's theses is recorded in the protocol of the thesis assignment. In the degree program **BIM**, the deadline is on the same day of the week as the day on which the thesis was assigned, 9 weeks later. For **MIM**, the deadline is the same day of the month as the day on which the topic of the thesis was assigned, 3 months later. This also applies if the deadline falls on a Saturday, Sunday or public holiday (Section 31 (3) of the Administrative Procedure Act). The deadline for written assignments will be communicated in the respective course.

2.2 General Format and Number of Pages

All papers must use 1.5 line spacing and Times New Roman font, type size 12 point (also abbreviated as "pt" on style sheets). A 6-point space must be used before each new paragraph. Headings are to be written in bold and in 12-point font size. Section headings are an exception; these are written in 14-point font size. In addition, a space of 24 points must be observed before section headings and a space of 18 points before all other headings. All headings must be positioned flush left with the text. Bulleted lists must be flush left with a 1 cm indent (0.5 cm indent for the bullet points + 0.5 cm special indent or tab stop for text). The font size in footnotes and figure titles should be 8 point. Figure titles must be placed directly below the figure. Table titles must be placed directly above the table. Within figures and tables, the font size should not be smaller than 8 points. Tables should generally have a font size of 10 points. The following page margins should be observed: Justification, left margin 5 cm, right margin 2 cm, top margin 2.5 cm, bottom margin 2 cm. Manual or automatic hyphenation of the word processing program must be used.

The maximum permissible **number of pages** is

- 15-20 pages if 6 weeks are allotted for completion (applies to BBA only),
- 30-35 pages if 9 weeks are allotted for completion,
- 40-50 pages if 3 months are allotted for completion.

For term papers or written assignments, the required number of pages will be communicated in the course.



Title page, table of contents, list of figures, list of tables, list of abbreviations, if applicable, and list of references, as well as appendices, if any, do not count towards the total number of pages of the paper.

2.3 Order of Pages

Academic papers should be structured as follows:

- 1 Title page
- 2 Table of contents
- 3 List of figures
- 4 List of abbreviations, if applicable
- 5 Text
- 6 List of references
- 7 Appendix, if applicable
- 8 Declaration of originality
- 9 Confidentiality clause, if applicable (only for papers related to cooperations with companies)

For the **page numbers** of elements 1 to 4, Roman numerals must be used, but no page number for item 1 given in the document. The text itself and elements 6 to 9 are to be numbered consecutively using Arabic numerals. These are to be positioned in the center of the footer of the document. A page break must be used before each element from the table of contents.

Examples of the individual elements in the table of contents can be found in this document and in the samples in the appendix.

3 Special Requirements

In addition, special requirements for the preparation of academic papers apply, which are explained in the following sections.

3.1 Abbreviations

Only commonly used abbreviations, abbreviations customary in the subject area, and abbreviations for professional journals should be used. All abbreviations used



in the paper must be included in the list of abbreviations, except for abbreviations that are considered to be generally understood; that is, abbreviations found in a standard dictionary (e.g., Merriam-Webster, n.d.). The first time an abbreviation is used in the text, it should be written in full, with the abbreviation in brackets, e.g. United Nations (UN). Thereafter, the abbreviation may be used on its own.

3.2 Figures and Tables

Figures are important to illustrate the structure and contents of the paper. They must be integrated into the text, given a title as informative as possible, and numbered consecutively. Figure titles are placed below the figure (see Section 2.2). In the case of figures that have been reproduced or adapted, a reference to the source is essential (see Section 3.4). Formulas are to be treated like all other figures.

The same applies to tables. They must be integrated into the text, provided with a title that is as informative as possible, and numbered consecutively. Table titles are placed above the table (see Section 2.2). In the case of tables that have been reproduced or adapted, it is essential to cite the source (see Section 3.4).

Figures and tables are not an end in themselves, but a meaningful addition to the text. Figures and tables should only be included in the paper if they clarify or supplement the context explained in the text and thus contribute to greater comprehensibility of the paper. Particular attention must be paid to how the figures and tables are embedded in the text in terms of content. Figures and tables must never be placed at the beginning of a chapter or section and must always be first introduced in the text and then subsequently included. Figures and tables must be referred to in a meaningful way. Only figures containing further information that is not necessary for the actual text should be included in the appendix.

3.3 Table of Contents

Logical structuring of the table of contents is essential for a clear and coherent presentation of the author's thoughts. For this purpose, the following points should be observed:

- Items on the same structural level of the table of contents must have the same rank in terms of content and logic and must originate from the same joint



superordinate point of the table of contents. The criterion for the structure should be clearly recognizable.

- If an item is subdivided again, at least two subitems must be created.
- If an item is subdivided again, a short introductory paragraph of about one to three sentences *can* be formulated under the main heading to explain the purpose of the following subsections. Such an introductory paragraph does *not* serve to expand on or discuss content.
- Headings must be formulated concisely and substantively; (half) sentences, questions and punctuation marks must be avoided. Headings should not preempt the findings, but should instead contain subject-related keywords. Articles such as “a” and “the” must be omitted from the headings of the items.
- Choose a type of capitalization, title or sentence case, for each level of heading and use it consistently. If using APA standards, see APA guidelines for recommended title styles (<https://apastyle.apa.org/style-grammar-guidelines/paper-format/headings>)
- Repetitions or simple summaries of individual items in superordinate section headings (e.g., 3. Power and Authority: 3.1 Power, 3.2 Authority) should be avoided, as should use of empty phrases (e.g., "General Remarks").
- When preparing the table of contents of an academic paper, it is important to observe the two criteria of making sure that *everything is covered* and that *nothing is covered more than once*.
- The topic of the academic paper must not be used verbatim as one of the items in the table of contents; otherwise, the logical structure of the thought process would not be given.

3.4 Citations

Strict attention must be paid to compliance with the citation regulations. The decisive criterion here is the correctness of content and form. All ideas taken from the literature must be identified as such. Failure to do so is plagiarism (this usually results in the paper being graded as a failed attempt).

The citation style used in the paper must be agreed upon with the lecturer and used consistently within the paper. In German scientific writing, it is common to use the



footnote system for citations; in English scientific writing, however, in-text citations are more common. Citation formatting may vary depending on the citation style you choose (e.g., APA, Harvard or Chicago). The German version of these guidelines explains how to use footnotes for citations. These guidelines will provide the basics for in-text citations according to APA Style ([APA, 2023](#)).

APA Style recommends using the author-date citation system for in-text citations. Author-date citations consist of an in-text citation and a full reference in a list of references. The in-text citation appears in the body of the paper briefly identifying the cited work. With this information, the reader can find the full entry in the list of references at the end of the paper. The in-text citation consists of the author(s) of the work and the date of publication. It can have two formats: parenthetical or narrative citation. Parenthetical citations are marked by parentheses and narrative citations are incorporated in the text ([APA, 2023](#)).

- Parenthetical: a recent study (Krüger, 1993) shows...
- Narrative: as Krüger (1993) points out, ..

If you are quoting a specific part of a source, add the information to the in-text citation. Use “p.” to indicate a single page and “pp.” for multiple pages. Separate continuous pages with an en dash (e.g., pp. 345–351). If the pages are discontinuous, use a comma to separate the pages (e.g., 344, 346). If the source does not use page numbers, indicate a different information (e.g., chapters, sections) to locate the cited part of the source ([APA, 2023](#)).

If multiple sources have the same author and date of publication, add lowercase letters after the year to differentiate the sources. For a source with two authors, use an ampersand “&” between the two names (for narrative citations use “and” between the two names). For a source with more than three authors, name the first author and add “et al.” When citing multiple works, separate the sources with semicolons ([APA, 2023](#)).

Examples of in-text citations:

- (Krüger, 1993b)
- (Krüger, 1993b, pp. 20–23)
- (Brehm & Petry, 2009, p. 345)



- (Smith, Jones, & Garcia, 2003)
- (Krüger et al., 2006, pp. 22–23)
- (Krüger et al., 2006; Brehm & Petry, 2009)

Cite the sources to all ideas, theories and research that are not your own and have influenced your work. Citations can be **paraphrases** or **direct quotations**. Paraphrasing means describing an idea from a source in your own words. It allows authors to summarize information, accentuate important ideas and contrast various sources. **Paraphrases** are the preferred form of citation (APA, 2023).

Direct quotations (verbatim quotes from a source) should be incorporated in the text and enclosed in double quotation marks “...” provided the quote is shorter than 40 words. Longer quotations should be formatted as a block in a new line with an indent. Direct quotes must be cited verbatim, including emphases. Changes to the original source must be marked as such: omissions with (...), insertions with square brackets “[xxx]” and added emphases with the indication [emphasis added]. Use direct quotations sparingly, especially longer quotations, as they impede readability (APA, 2023). Page numbers must be included when using direct quotations.

Secondary sources should be avoided. If possible, find and cite the primary source. If the primary source is not available, indicate the primary source in the in-text citation as follows (Scholz, 1991, p. 395, as cited in Krüger, 1995, p. 312). Cite only the secondary source as an entry in the list of references (APA, 2023).

Generally, adapted materials based on a source (e.g., **figures, tables**) must be cited with an author-date in-text citation, just like paraphrases (APA, 2023).

Further information on citations can be found in Section 3.5.

3.5 List of References

The list of references must meet the **criteria** of accuracy, completeness, consistency and clarity. The use of a reference management program is recommended (e.g., Citavi).

All sources used must be included in the list of references (only one!) in **alphabetical order**. Text and reference list must align. References cited in the text must also appear in the reference list and all reference entries in the reference list must also



appear in the text. Several publications by the same author must be sorted according to the year of publication. If they were published in the same year, they must be sorted according to the title and marked with a small letter after the year. The reference entry must include the four elements: author, date, title and source. If a book is available in several **editions**, use the latest edition and indicate the edition in the source element. Stating “1st edition” is not necessary. In the case of **articles from anthologies or edited books**, the publisher and title of the anthology as well as the corresponding page numbers must be included in the source element. In the case of articles from journals, the year of publication, volume and issue number (if available) must be added. For newspapers, the exact date must be indicated (APA, 2023).

If the work has no author or responsible institution (e.g., IBM, McKinsey), move the title to the author position. If the work has no date of publication, write “n.d.” (i.e., “no date”) in parentheses. Omit missing volume and issue numbers from the source information. It is not necessary to include the publisher location in the reference (APA, 2023). If a DOI (digital object identifier) is available for a journal article, include it. Otherwise, omit the DOI.

The following are examples of citations for a list of references according to APA Style (for additional examples see <https://apastyle.apa.org/style-grammar-guidelines/references/examples>):

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>

Brehm, C.R., & Petry, T. (2009). Toolbox - Denkerwerkzeuge für Change Manager [Thinker’s toolbox for change managers]. In Krüger, W. (Ed.). *Excellence in Change - Wege zur strategischen Erneuerung*, (4th ed., pp. 367-404). Springer Gabler.

Krüger, W. (Ed.). (2009). *Excellence in Change - Wege zur strategischen Erneuerung* [Excellence in change – paths to strategic change]. 4th ed. Springer Gabler.



Krüger, W., Coray, G., Dominizak, J., & Petry, T. (2006). Barrieren des Wandels erkennen und überwinden: Diagnose von Wandlungsbereitschaft und -fähigkeit mit dem Excellence-in-Change-Barometer [Recognizing and overcoming change barriers: diagnosing willingness and ability to change using Excellence-in-Change barometer]. *Führung + Organisation*, 75(3), 156–162.

Lipsey, M. W., & Wilson, D. B. (2001). *Practical meta-analysis*. SAGE publications, Inc.

Petry, T. (2006). *Netzwerkstrategie - Kern eines integrierten Managements von Unternehmensnetzwerken* [Networking strategy - integrated management of company networks]. Deutscher Universitätsverlag Wiesbaden.

Proudfoot, D. & Lind, E. A. (2015). Fairness heuristic theory, the uncertainty management model, and fairness at work. In Cropanzano, R. S., Ambrose, M. L. & Ambrose, M. L. (Eds.), *The Oxford handbook of justice in the workplace* (pp. 371–385). Oxford University Press.

Stock-Homburg, R. (2007). Nichts ist so konstant wie die Veränderung. Ein Überblick über 16 Jahre empirische Change Management-Forschung [The only constant is change. Looking at 16 years of empirical change management research]. *Zeitschrift für Betriebswirtschaft*, 77(7/8), 795–861.

When citing documents available online, the URL usually replaces non-existent page numbers. If the page is likely to change over time, you should add the date of the retrieval. If the online document has page numbers (e.g., in a PDF file) add the relevant page numbers. Example of webpage citation according to APA style:

O'Reilly, T. (2005, September 30). *What is Web 2.0: Design patterns and business models for the next generation of software*. O'Reilly Media. Retrieved January 1, 2013, from <http://oreilly.com/web2/archive/what-is-web-20.html>

3.6 Appendix

Additional information is provided in the appendix. The appendix follows the references. If subdivision is required, the appendix must be subdivided using capital letters. Each section is then assigned a new letter. Further subdivision is possible



by combining capital letter and number (e.g., A.1). The appendix must be arranged chronologically in the order in which it is referred to in the text. The appendix contains figures or text excerpts that are *not* directly necessary in order to understand the text, but are a meaningful addition.

4 Additional Notes

4.1 Terminological Consistency

Terminological consistency is indispensable for a good paper in terms of form and content. Thus, all key terms pertaining to the topic should be clearly defined and differentiated and subsequently used according to the selected definition. It is also important to use consistent wording (e.g., enterprise or company). Direct quotations are excepted from this rule.

4.2 Orthography

Accurate spelling, including the correct use of commas, is also a formal requirement for an academic paper. Choose between American or British spelling and use the selected spelling consistently. When in doubt, consult a standard dictionary (e.g., Oxford University Press, n.d.; Merriam-Webster, n.d.). Typing errors or spelling mistakes are evidence of a lack of due care, which can also negatively influence the grade.

5 References

American Psychological Association (2020). *Publication Manual of the American Psychological Association* (7th ed.). <https://doi.org/10.1037/0000165-000>

American Psychological Association (2023, February). *APA Style*. <https://apastyle.apa.org/>

Bailey, S. (2015). *Academic writing: A handbook for international students*. Routledge.

Merriam Webster. (n.d.). *Merriam-Webster.com Dictionary*. <https://www.merriam-webster.com/>



Oxford University Press. (n.d.). *Oxford English Dictionary*. <https://www.oed.com/>



Appendix

A Sample title page

Title (26pt)

MASTER'S THESIS (14pt)

Submitted in Partial Fulfillment of the
Requirements for the Degree of

Master of Arts

in International Business Administration

at Wiesbaden Business School

RheinMain University of Applied Sciences

submitted by:

Examiner:

Name, First name

Professor *First name Last*

name

Student ID number: 123456

[Title] *First name Last name*

Address

Telephone

Email

Date



B Sample declaration of originality

Declaration of originality

I hereby declare that I am the sole author of this thesis and that no auxiliary materials other than those indicated have been used. All passages taken directly or indirectly from published or unpublished sources or based on communications are identified as such.

This thesis has not been submitted, either in the current or in a similar form, for any other examination.

< Place, date > < handwritten signature >

C Sample confidentiality clause

Sample confidentiality clause

This bachelor thesis on the subject of TITLE, including the appendix on < CD >, contains confidential internal data of COMPANY XY. Any publication or reproduction of this bachelor thesis in whole or in part is not permitted without the express permission of COMPANY XYZ. The thesis may only be made available to the examiners and the members of the Examination Board.