



UNIVERSITY
OF COLOGNE

FACULTY OF
MANAGEMENT, ECONOMICS
AND SOCIAL SCIENCES

Formal Requirements for Bachelor and Master Theses As Well as Written Projects and Term Papers

Professorship in Entrepreneurship and Management

Prof. Dr. Christian Schwens

(as of March 2025)

Formal Requirements

Font:

- Times New Roman
- 12 pt Times New Roman
- 1.5 spacing (except for tables and graphics)

Layout:

- Left margin 4 cm;
- Right margin 2.5 cm;
- Upper margin 2.5 cm (up to headline 1.5 cm);
- Lower margin 2.5 cm (to the footer 1.25 cm)
- Use full justification and enable automatic hyphenation
- Paragraph begins with indent!
- Each sheet should be printed on one side only

Formal Requirements

Page numbers:

- Cover page: no page number
- Table of contents: page numbers in Roman numerals
- Content/Text: page numbers in Arabic numerals (begin numbering anew)
- Bibliography/Resources: page numbers in Roman numerals (do not begin numbering anew)
- If necessary appendix: page numbers in Roman numerals (do not start numbering anew)
- The page numbers are at the top of the page (centered or right aligned)

Scope:

- Bachelor theses: 25 pages text (additional 10% is not allowed)
- Master theses: 40 pages text (additional 10% is not allowed)

Formal Requirements

General Remarks

- Technical terminology should be used, technical terms have to be defined with first use
- Precise expression is best achieved through simple (short) and clear sentences
- The "I" or "we" form is not common in German scientific texts (only permitted for English texts)
- No use of "one", i.e. do not use "one knows that" etc.
- Use gender-neutral language or both gender forms
- Formal deficiencies have a (negative) influence on the grade
- Helpful information about writing scientific papers:
<https://www.springer.com/gp/authors-editors/authorandreviewertutorials/writinginenglish/overview/10252642>

Front Page

General Remarks

- Topic and type of work (Seminar Paper, BA- / MA-Theses)
- Semester/ term in which the seminar takes place or the paper is submitted.
- Information about the author (student ID number, title, first and last name, study address, e-mail address).
- Please also follow further requirements of the **examination office**.
- **The title of the thesis must be identical to the title on the thesis registration form!**

Front Page Example

University of Cologne
Faculty of Management, Economics and Social Sciences
Professorship in Entrepreneurship and Management

Title
Type of work (e.g. Bachelor theses)

Submitted in the Summer Term 2019

in the Bachelor's examination (or Master's examination) in the degree program _____
of the Faculty of Management, Economics and Social Sciences

Submitted by:

First Name and Surname

Abc street 12

12345 Cologne

Email: Max_Mustermann@...

Student ID Number : 12345

Semester: 6

Study Program: (e.g. B.Sc. Business Administration)

First Examiner: Max Mustermann I

Second Examiner: Max Mustermann II

Cologne ... (Date, Month, and Year of Submission)



Table of Contents

General remarks

- Based on the structure of a scientific journal article
- Contains the list of all headings of the theses
- In exactly the same wording as in the text of the theses
- With indication of the corresponding page numbers
- Front page and table of contents are not included, however, abbreviations, tables and illustrations, bibliography and appendix with corresponding page references have to be included

Other Lists

General remarks

- List of abbreviation not obligatory: contains only formulations that are not generally used (see for example Oxford dictionary). Only abbreviations used in the paper have to be listed.
- List of figures and tables: do not have to be included.
- Only if at least one figure/table is included, the number, heading and page number have to be mentioned.
- A foreword is not part of a theses, a term paper or project work.

APA Citation

- The APA style can be found in the following publication:
 - American Psychological Association. (2020). *Publication manual of the American Psychological Association* (7th ed.). American Psychological Association.
- The APA style is based on an author–date system, with a **shortened reference to the source in the text** and the **complete source reference included in the bibliography**. Footnotes with references are therefore not required.
- Useful links on the APA style:
 - "Guidelines for citation according to APA–Style (7th)" of the University of Zurich:
https://www.business.uzh.ch/dam/jcr:e8b8dd18-7dc7-4750-9196-b28349a48d8a/Richtlinien%20zum%20Zitieren_Thesis.pdf

APA Style Citation

Analogous Quotations:

- **One** author
 - *Melin (1992) critically reviews the field of international business research.*
 - *There are three themes that help shed light on internationalization as a strategy process (Melin, 1992).*
- **Two** authors
 - In the text surnames of the authors are linked with an "and", in brackets with an "&".
 - *Oviatt and McDougall (2005) show that*
 - *It is clear that the domain of international entrepreneurship is rich in opportunity (Oviatt & McDougall, 2005).*

APA Style Citation

- **Three or more** authors
 - For each citation in the text, only the first author is named, with the abbreviation "et al." added.
 - *Martinez et al. (1994) explore the following determinants of ...*
 - *The following determinants are... (Martinez et al., 1994).*

*Oriented towards the German APA Standard

APA Style Citation

- Two or more works by the **same** author in a bracketed expression
 - Works are ranked by year of publication and the author's name only appears once
 - References to works that have been accepted for publication but have not yet appeared (= works in press) are placed at the end of the list; instead of a year of publication, the non-underlined or italicized indication in press is given.
 - *(Reips, 2000, 2003, 2006) & (Reips, 2000, 2003, in press)*
 - Works by the same author from the same year of publication are marked with the additions a, b, c etc. immediately after the year of publication, which is stated each time
 - *(Baumann & Kuhl, 2003a, 2003b)*
 - The order of the additions follows the order of the works in the bibliography. Here they are sorted alphabetically according to the titles of the works within the same year of publication

APA Style Citation

- Two or more works by **different** authors or groups of authors
 - Two or more works by different groups of authors are listed in alphabetical order according to the surname of the first author and not according to the year of publication.
 - Works by the same author from different years are separated by a comma (,).
 - If the authors publish several works in one year, they are marked with a lower case alphabet (a,b,c,...) after the year of publication.
 - The source separation for different authors is done with a semicolon (;)
 - (*Bredenkamp, 1972, 1980; Erdfelder, 2004; Erdfelder & Bredenkamp, 1994; Tack, 2005*)
 - *The dynamic capability framework was criticized for being vague, ambiguous and practically unapproachable (Danneels, 2008, 2016; Kraatz & Zajac, 2001; Williamson, 1999).*

APA Style Citation

- **Special cases**

- (First) authors with the same surname are indicated with the first letter of the first name in all text citations (even in the case of different publication years).
- *R. J. Sternberg (1985), S. Sternberg (1969)*
- The names of corporate authors (e.g. institutions, offices) should be written out in full for each reference in the text. However, it is also possible to write the name in full only the first time it appears, add an abbreviation and only use the abbreviation for further references.
- *Reporting facilitate organizations to understand, communicate, and better manage their contributions to the sustainable development goals (Global Reporting Initiative [GRI], 2021).*
- *The Global Reporting Initiative (GRI, 2021) argues that reporting support organizations' comprehension of sustainable development goals.*

APA Style Citation

Literal Quote (fewer than 40 words)

- Citation rules of the analogous quotation apply.
- We do not encourage you to use direct quotes

Additionally:

- When quoting a short passage, incorporate the quotation into the text of your paper, placing the quoted words in double quotation marks.
- The page number of the quotation must be stated (if possible).
- If a text passage is omitted, this is symbolized by three dots in square brackets.
- If a literal quotation is supplemented with a word or a passage (e.g., for better comprehensibility), this is symbolized in square brackets.
- Example:
 - *When workplace teams encounter incivility “it has catastrophic effects on the team’s collaborative processes and severely impacts the way team members perform their tasks” (Porath et al., 2015, p. 260).*
 - *Burgelman (1983, p. 1350) explains that „[the model] provides a more or less shared frame of reference for the strategic actors in the organization, and provides the basis for corporate objective-setting in terms of its business portfolio and resource allocation.”*

APA Style Citation

Block Quotation (more than 40 words)

- Citation rules of the analogous quotation apply.

Additionally:

- When quoting a passage of 40 words or longer, start the quotation on a new line, indented 1.27 cm (0.5 in.) from the left margin, and double-space the text. Do not use quotation marks.
- The page number of the quotation must be stated (if possible).
- If a text passage is omitted, this is symbolized by three dots in square brackets.
- If a literal quotation is supplemented with a word or a passage (e.g., for better comprehensibility), this is symbolized in square brackets.
- Example:

A study by Craft et al. (2017) found:

Individuals who give credence to conspiracy theories know comparatively little about how the news media work. The greater one's knowledge about the news media—from the kinds of news covered, to the commercial context in which news is produced, to the effects on public opinion news can have—the less likely one will fall prey to conspiracy theories. (p. 396)

APA Style Citation

- **Secondary quotes**

- If an original source is not available, the source citation appears in the text, followed in brackets – or, if this citation is already in brackets, after a comma – by the reference cited by (not in italics) and the indication of the source available to the author.
- Should be used as sparingly as possible.
- Is marked with “cited from” (followed by the secondary source that was actually read).
- *“Strategy is a coherent set of analyses, concepts, policies, arguments, and actions that respond to a high-stakes challenge” (Rumelt, 2011, zitiert nach Teece, 2018, S. 365)*
- Only the source, not the original work, should be cited in the bibliography.
- If two or more original sources are referred to by a secondary citation, this must be indicated, e.g. (both cited according to ...)

APA Style Bibliography

Books

- One or more Authors
 - Drucker, P. F. (2015). *Innovation and entrepreneurship: practice and principles*. Routledge.
 - Storey, D. J., & Greene, F. J. (2010). *Small business and entrepreneurship*. Financial Times Prentice Hall.
- Organisation/Institution/Corporation/Association as Author
 - World Trade Organization. (2012). *The WTO dispute settlement procedures: A collection of the relevant legal texts* (3. edition). Cambridge University Press.
<https://doi.org/10.1017/CBO9781139235563>
- Editorial Work
 - Hood, N. & Vahlne, J. (Eds.). (1988). *Strategies in Global Competition*. Croom Helm.
- Contribution to an Editorial Work
 - Johanson, J. & Mattsson, L.G. (1988). Internationalization in Industrial Systems – A Network Approach. In: Hood, N. & Vahlne, J. (Eds.), *Strategies in Global Competition* (pp. 287–314). Croom Helm.
 - *Internationalization in Industrial Systems – A Network Approach* is the title of the chapter written by Johanson and Mattsson.
 - *Strategies in Global Competition* is the title of the entire work published by Hood and Vahlne.



APA Style Bibliography

- **Contribution to an editorial work**

- Manning, A. (2011). Imperfect competition in the labor market. In D. Card & O. Ashenfelter (Hrsg.), *Handbook of Labor Economics* (Vol. 4B, S. 973-1041). Elsevier North Holland.
[https://doi.org/10.1016/S0169-7218\(11\)02409-9](https://doi.org/10.1016/S0169-7218(11)02409-9)
 - *International Imperfect competition in the labor market* represents the title of the chapter written by Manning.
 - *Handbook of Labor Economics* represents the title of the entire work published by Card and Ashenfelter.

APA Style Bibliography

The DOI is a unique and unchangeable identification number for digital objects. If you add "https://doi.org/" before the DOI, it can be used as a URL.

Journal article

- One author
 - Burgelman, R. A. (1983). Corporate entrepreneurship and strategic management: Insights from a process study. *Management science*, 29(12), 1349–1364. doi:10.1287/mnsc.29.12.1349
- Two or more authors
- *For two or more authors, all names are given. The "&" is preceded by a comma.*
 - Oviatt, B. M., & McDougall, P. P. (2005). Defining international entrepreneurship and modeling the speed of internationalization. *Entrepreneurship theory and practice*, 29(5), 537–553. doi:10.1111/j.1540-6520.2005.00097.x
 - Zahra, S. A., Ireland, R. D., & Hitt, M. A. (2000). International expansion by new venture firms: International diversity, mode of market entry, technological learning, and performance. *Academy of Management journal*, 43(5), 925–950. doi:10.2307/1556420

APA Style Bibliography

Internet sources

- *If no publication date is stated, "n.d." is written instead (no date)*
- Only if the content of the source may change over time should a corresponding retrieval date be specified with the addition 'retrieved/accessed on'. This is the case, for example, with Wikipedia articles or social media profiles.
- Depiereux, P. (2018) Warum Unternehmen den Startup-Spirit nicht einfach kopieren können. Accessed on 01. March 2019 from <https://www.gruenderszene.de/business/6-tipps-startup-spirit-konzerne>
- Slat, B. (2019, April 10). Whales likely impacted by Great Pacific garbage patch. The Ocean Cleanup. <https://www.theoceancleanup.com/updates/whales-likely-impacted-by-great-pacific-garbage-patch/>

APA Style Bibliography

- **Final papers**
 - Tinguely, P. N. (2020). *Managing Knowledge in professional Service Firms: A Longitudinal Investigation*. (Unpublished Dissertation). ETH Zürich.
 - Havlik, A. (2021). *Essays on the political economy of the public finance* (Dissertation). Universität Mannheim. Available at https://madoc.bib.uni-mannheim.de/58911/1/Dissertation_Havlik.pdf
- **Conference papers**
 - von Krogh, G. (2019). *Small Numbers, Big Concerns: The Mutual Constitution of Market and Government Failures, Practices, and Organizational Arrangements in Rare Disease Drug Repurposing*. Paper presented at McGill University, Montréal, Canada.
 - The presentation format must be correctly specified (paper, poster, roundtable,).
 - If no abstract is available and you refer to the presentation, the URL can be omitted.

APA Style Bibliography

General notes on the bibliography

- Every reference in the text must be listed in the bibliography; conversely, every reference in the bibliography must also be referred to in the text.
- Alphabetical listing of all sources.
- If an author is listed more than once in the bibliography, start with the oldest work.
- For several publications by one author with the same year of publication: 2019a, 2019b.
- Works by different authors with the same surname are listed alphabetically according to the first letters of the first name (initials).
- Up to 20 authors of a publication are listed in the bibliography. If more than 20 authors were involved, the first 19 are listed, then an omission is made ... and the last author is named. In this case, no “&” is used.
- If a “doi” (= Digital Object Identifier) is available, this is noted. A “doi” is cited like a URL: <https://doi.org/10.1057/s41267-019-00252-6>. There is no period after a doi. However, it is necessary to add “Available at”.

Citation Software

- It is recommended to use a reference management program
- The following programs are free of charge for students with a license from the University of Cologne:
 - Citavi: <https://rrzk.uni-koeln.de/citavi-campuslizenz.html>
(Windows)
 - EndNote: <https://rrzk.uni-koeln.de/endnote-campuslizenz.html>
(Windows and macOS)
- Free open source programs:
 - Zotero: <https://www.zotero.org>
(Windows, macOS and Linux)

Citation– „DOs and DON'Ts“

DOs

- Use of scientific articles from (international) journals
- Little use of literal quotations (e.g., to define a term)

DON'Ts

- The use of monographs should be avoided if possible.
- Internet sources should be avoided if possible.
- Plagiarism (intellectual theft, that is the adoption of other people's thoughts without corresponding proof of source) is prohibited (results in a grading of "not sufficient"!)



Quality of Scientific Studies

- We recommend citing studies solely from top journals (VHB-JOURQUAL A, B, (C)).
- VHB-Rating 2024 <https://www.vhbonline.org/service/vhb-rating-2024>
- Handelsblattranking https://docs.google.com/spreadsheets/d/1GaU_tSI3kC2FtE7xYnSElktSX9DUKei_qhQKipqyJQ4/pub?output=html
- Association of Business Schools <https://charteredabs.org/academic-journal-guide>

Grenzen von Teilratings hinweg wenig sinnvoll ist und durch diese Gesamtliste kein Gesamtrating vorgenommen wird. Ein Vergleich von Zeitschriften sollte ausschließlich innerhalb eines Teilratings vorgenommen werden, das die jeweilige Beurteilung der Vertreter einer spezifischen betriebswirtschaftlichen Teildisziplin zum Ausdruck bringt.

Für die korrekte Ansicht der nachfolgenden Tabelle benötigen Sie Javascript. Bitte aktivieren Sie JavaScript in Ihrem Browser. Wie Sie JavaScript in Ihrem Browser aktivieren, können Sie [hier nachlesen](#).

Zeitschriften	ISSN (Druckversion, sofern verfügbar)	JQ3	Enthalten in folgendem(n) Teilrating(s)
4OR	1619-4500	C	OR
Abacus	0001-3072	B	BA-FI, STEU, RECH
Absatzwirtschaft	0001-3374	k.w.Z.	MARK
Academy of Management Annals	1941-6520	A	ABWL
Academy of Management Journal (AMJ)	0001-4273	A+	ABWL
Academy of Management Learning & Education	1537-260X	B	HSM, ORG / PERS
Academy of Management Perspectives	1558-9080	B	ABWL
Academy of Management Review (AMR)	0363-7425	A+	ABWL
Accountancy	0001-4664	D	RECH



Effective Literature Research

What to do if...

...you find little literature

- Have a look at the bibliography of the sources you found (backward search)
- Or look who quotes the literature you found (forward search); e.g. Google Scholar "quoted by"

... you want to quote from the Internet, books or scripts

- Search for the primary source
- If you can't find a primary source:
 - Assess the credibility of the source
 - Do not overrate the results
 - If necessary, critically address the credibility of the work



Effective Literature Research

Scientific databases are suitable for literature searches, as they provide a comprehensive overview as well as allow a specific search.

Possible online databases are:

- **EBSCO** (<https://search.ebscohost.com>)
- **REPEC** (<http://econpapers.repec.org>)
- **JSTOR** (<https://www.jstor.org>)
- **Web of Science** (<https://www.webofscience.com/wos/woscc/basic-search>)
- **Google Scholar** (<https://scholar.google.de>)

All are only available via the VPN of the University of Cologne! (<https://rrzk.uni-koeln.de/en/internet-access-web/network-access/vpn>)

Footnotes

- Permitted only if reference is made to other opinions, to further, more detailed or special aspects whose analysis in the text would go too far. Do not place main ideas in your footnotes.
- Footnotes are placed at the bottom of the page and must be on the same page as the referencing index.
- The footnote is introduced by a corresponding reference ("other view is ..." or "see however ...").
- Use continuous numbering and font size 10 pt

Tables / Figures

- Present facts in a clear and structured way from different points of view.
- Contain quantitative facts such as numbers or qualitative values, the content of which must be explained in more detail in the text.
- Sequential numbering (tables and figures separated) and descriptive heading (table header).
- If tables of other authors are used, the corresponding source reference must be listed directly below the table (analogous to figures).
- All tables/figures need to be also mentioned in the text ("as the following figure 4 illustrates...").
- Other font sizes and types may be used in tables / figures.
- Double line spacing can be omitted

Appendix

- At the end of your thesis, you may add an appendix
- Please include only the important figures and tables into the main part of your thesis and use the appendix to include additional tables, figures and information

Declaration in Lieu of an Oath

Must be attached to each theses

Please use the template on this page:

<https://www.wiso.uni-koeln.de/en/faculty/managing-board/examination-office/2015-examination-regulations/theses/>

Upload this form separately as a pdf, in addition to your thesis, in the WiSo Inbox.

Consent Form for the Use of Plagiarism Detection Software

In addition, attach the declaration on plagiarism detection and the use of artificial intelligence to your thesis.

Use the template from the ILIAS course and attach both declarations to the end of your thesis.

Information on the Submission

Further information on formal requirements and the submission of your Bachelor/Master theses can be found in the material provided by the **Examination Office**:

<https://wiso.uni-koeln.de/en/faculty/managing-board/examination-office/2015-2021-examination-regulations/final-theses>