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Guidelines for Academic Writing

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Abbreviations

ANSI	American National Standards Institute
BWL	Institute of Business Economics and Industrial Sociology
DIN	Deutsches Institut für Normung
IIM	Institute of Innovation and Industrial Management
ISBN	Internationalized Book Number
РМ	Project-Management
UFO	Institute of General Management and Organisation

1 Introduction

In the course of your studies, various scholary works have to be written. These include, for example:

- Reports in exercises, internships, seminars
- Bachelor's Theses
- Master's Theses.

This guide is intended to help you with the preparation of such work by briefly describing important aspects of scientific work. For independent study and further in-depth information, we refer you to the work of Saunders et al. (2019) and newer versions.

1.1 Application Notes

The guidelines are valid for all papers & theses mentioned. It is to be applied analogously in consultation with the supervisor (or supervisors), taking into account the scope and type of work.

There are different approaches to the design of papers & theses. For those carried out at Institute of General Management and Organisation (UFO), the following applies: all formats are accepted that meet **scientifically recognized standards** (and demonstrate a consistent systematic approach). In order to minimize your effort for researching a standard, we would like to encourage you to use the Chapters 3, 4 and 5 as a guide.

1.2 Science and Scientific Work

To define the term **science**, Theimer (1985, p. 9f) introduces five rules:

- 1. Science is based on facts. The factual material comprises **all** relevant facts. The statements made under the aspects of objectivity, factuality and freedom from emotion and prejudice must be comprehensible through observable facts.
- 2. There is a difference between data and data processing. Only the processing of data, its explanation and interpretation, is considered science.
- 3. A distinction is made between science and speculation. Science observes a methodical set of rules and can be used to answer speculations or research questions.
- 4. The basic prerequisite for scientific statements is logic. Statements are logically linked, unambiguous and do not contradict each other. Self-proving statements (circular reasoning) are not permitted.
- 5. Science is factual. Factual criticism is followed by a factual answer. Views and statements are open to criticism.

A scientific paper, or scholarly work deals with a problem that is described by a **research question**. The concrete and targeted formulation of this question is a necessary process to determine the purpose of the work (Saunders et al., 2019, p. 42). **The result of the work is always an answer to the research question**. In order to meet this requirement, special attention must be paid to the choice of research question.

When writing a paper or thesis, research questions can be categorized into four main types: exploratory, descriptive, explanatory and evaluative. Each type 1.1 serves a different purpose and is usually framed using specific question words. (Saunders et al., 2019, p. 43ff)

Туре	Common Question Words	Purpose	Example
Exploratory	How What	Investigates new ideas or explores a topic with little prior research.	How has corporate rebranding affected consumer loyalty?
Descriptive	What, When, Where, Who, How much	Provides factual in- formation or de- scribes charac- teristics of a phe- nomenon.	How much did the marketing campaign cost?
Explanatory	Why (or includes "Why")	Seeks to explain causes, relation- ships, or reasons behind a phe- nomenon.	Why do customers prefer one product over another?
Evaluative	How, What, To what extent	Assesses effective- ness, impact or value.	How effective was the new business model?

Table 1.1: Question Types (based on Saunders et al., 2019, p. 43)

Tip: Avoid research questions that are too broad or difficult to answer due to limited access to data. Aim for clarity and feasibility.

1.3 Types of Research

Two types of knowledge are used when working on the topic: **theoretical research** and **empirical research**. The basis of theoretical research is the **literature study**. It imparts specialised knowledge and forms the basis for building arguments. Literature should be referred to appropriately provided that the source is cited (Chapter 4).

In **empirical research**, data is analysed and interpreted. The data source is the environment, from which information can be derived through observation or questioning. If new

data is collected, it is called*field research* (primary data). If existing data is analysed, this is called *desk research* (secondary data).

1.4 Scientific Writing Style

A scientific paper or thesis is a factual text that deals with real-life circumstances. According to Saunders et al. (2019) there are a few simple rules to keep in mind:

Clarity and Simplicity:

- Use simple sentences Keep sentences short and focused, following the rule of "one idea one sentence" (Saunders et al., 2019, p. 734).
- **Avoid jargon** Technical terms are sometimes necessary; excessive jargon can make your writing difficult to understand. Define essential terms in a glossary and assume that your reader may not have the same level of knowledge as you, especially about specific contexts.
- Limit direct quotations Paraphrase and explain ideas in your own words. Use direct quotations only when they add significant impact or when the original wording is particularly important.
- **Check spelling and grammar** Grammar mistakes can weaken the credibility of your work. Proofread carefully, and if possible, ask a friend or colleague to review your writing.
- Avoid common grammar mistakes Grammatical errors can make your writing difficult to read and appear unprofessional. Taking the time to check for these mistakes ensures that your arguments are clear and credible.

Person, Tense and Gender:

- Choose the right writing style Academic writing has traditionally been impersonal, using passive voice (e.g., "Interviews were conducted"). However, using personal pronouns such as "I" or "we" is now more acceptable, depending on the research approach. Personal pronouns can make your writing more engaging, excessive use can make it seem too informal or self-centered. Strive for a balance that maintains clarity and professionalism.
- Use gender-neutral language Avoid assuming gender in writing, such as referring to all managers as "he." Instead of using gendered pronouns, reword sentences to be inclusive. This makes your writing more accurate and respectful to all readers.

Preserving Anonymity: As a researcher, you should promised confidentiality to individuals or organizations in your study. Ensure their identities are not revealed in your research. Use pseudonyms or general descriptions rather than real names to maintain anonymity without reducing the impact of your research. If your research involves one or multiple organizations, they may request to review the report before submission.

2 Literature Review

A literature review is a critical part of research that involves analyzing and organizing existing knowledge on a topic. Identifying relevant sources of information is a key task in academic work. It serves to refine research ideas, provide context through a theoretical framework, and position findings within the broader academic field (Saunders et al. (2019)). Figure 2.1 shows the literature review process discussed by (Saunders et al., 2019, p. 75). This process demonstrates an understanding of the subject and highlights how the study contributes to existing knowledge.

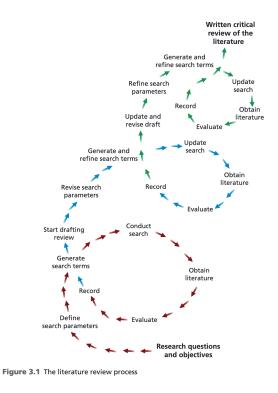


Figure 2.1: Literature review process as suggested by (Saunders et al., 2019, p. 75)

In the context of selecting and evaluating sources, (Ebster & Stalzer, 2008, p. 62) addresses the question, is a source worthy of citation? Citeability of a source means if the source is compliant with scientific quality criteria. Saunders et al. (2019) offers a more details description with their Chapter "Literature sources." The following list provides an initial starting point on which sources are worthy of citation:

Sources worth citing

- Scientific reference books
- Specialist dictionaries and encyclopaedias
- Articles in scientific journals
- Electronic journals
- Dissertations and postdoctoral theses

Sources not worth citing

- · General encyclopaedias
- Scripts
- · Seminar papers and term papers
- Articles from tabloid newspapers
- General websites on the internet

In this context, **secondary literature** are formally published document and papers such as (peer reviewed) journal articles and books. **Grey literature** are documents that are produced from different levels of government, academics, businesses in print and electronic formats. Grey literature is not controlled by commercial publishers and includes documents such as technical reports, conference proceedings, and similar.

2.1 Introduction to the Research

University libraries provide a starting point for literature research. In this specific case:

- Specialised library at UFO
- Main library of Graz University of Technology (http://ub.tugraz.at)
- **Related specialised libraries**, for example at the Institute of Business Economics and Industrial Sociology (BWL) or Institute of Innovation and Industrial Management (IIM)
- · Libraries of the University of Graz

University libraries mostly hold printed editions of books (anthologies, textbooks, specialised books, ...), dissertations, theses and specialist journals. The libraries' online catalogues speed up the search. In addition to general online search engines, **academically orientated online portals**¹ for research:

- https://link.springer.com/
- https://www.sciencedirect.com/
- https://www.emerald.com/insight/
- https://onlinelibrary.wiley.com/
- https://www.scopus.com/
- https://ieeexplore.ieee.org/ Xplore/home.jsp
- https://academic.oup.com/journals/
- https://www.aeaweb.org/econlit/ A specialised source (issued by the supervisor) can also serve as a starting point for the research. It provides a point of reference for the thematic delimitation of the topic and also offers a spectrum for further research through the references it contains. (Disterer, 2009,

p. 98)

- https://www.webofscience.com/
- https://scholar.google.com/
- https://www.alliedacademies.org/
- https://publica.fraunhofer.de/home
- https://archive.org/

¹Many publishers and portals have contracts with universities that allow partial or full access to digital content for staff and students at no extra cost. This usually requires access via the university network (learning centres, eduroam, VPN, ...)

2.2 Journals

Current scientific debate takes place to a large extent in specialist journals. The journals listed below deal with topics from the teaching and research field of UFO.

Management und Betriebswirtschaftslehre:

- Journal of Management
- Administrative Science Quarterly
- Journal of the Academy of Management Journal
- · Journal of the Academy of Management Review
- Strategic Management Journal
- Organization Science
- Management Science
- Journal of Management Studies
- Journal of Business Strategy

Innovationsmanagement:

- Research Policy
- Journal of Product Innovation Management
- IEEE Transactions on Engineering Management
- R&D Mnagement
- Technological Forecasting and Social Change
- Journal of Small Business Management
- International Journal of Technology Management
- Technology Analysis and Strategic Management
- Journal of Engineering & Technology Management

- Journal of Business Research
- International Journal of Management
- European Management Journal
- Zeitschrift für Betriebswirtschaft (German)
- Zeitschrift für betriebswirtschaftliche Forschung (German)
- Die Betriebswirtschaft (German)
- Journal für Betriebswirtschaft (German)
- Die Unternehmung (German)

- Research Technology Management
- Journal of High Technology Management Research
- Technovation
- International Journal of Innovation Management
- Zeitschrift für Klein- und Mittelunternehmen (German)
- Technology Management and Innovation
- Journal of Technology Transfer
- International Small Business Journal

Note: The list is currently not complete. The annual archives of the journals will help you to find relevant articles. Unfortunately, not all journals are accessible via online portals. However, abstracts of all available articles can normally be viewed online.

Some journals are available at the main library, others at UFO, IIM, or BWL. If you need certain articles, it may be possible to obtain them online at no extra cost. Please get in touch with your supervisor about this.

3 Formal Structure

A thesis consists of an introduction, text section and conclusion. These in turn are divided into (optional elements¹ are marked with an asterisk):

Introduction

- 1. Title Page
- 2. Statutory Declaration*
- 3. Preface* and Acknowledgements*
- 4. Abstract
- 5. Table of Contents
- 6. List of Figures
- 7. List of Tables
- 8. List of Abbreviations

1. Chapter 1

Text Section

- 2. Chapter 2
- 3. ...

Conclusion

- 1. Bibliography
- 2. Appendix

3.1 Title Page

The title page contains all the information necessary for quick and clear assignment of the work. This depends on the type of work. Two typical examples:

Practice reports

- University
- Institute
- Type of Work
- Lecture
- Title
- Subtitle
- Supervisor
- Group Number
- Name of the Authors (with Matr. Number & Study ID)

Bachelor's and Master's theses

- University
- Institute
- Type of Work
- Title
- Subtitle
- Supervisor
- Appraiser
- Name of the Authors
- Submission Date

Submission Date

Figure 3.1 shows an example title page (in this case for a Master's thesis). Please get the rights to use the logos of companies and institutes.

¹Diploma and Master's theses: statutory declaration obligatory; for details, see https://tu4u.tugraz.at/ studierende

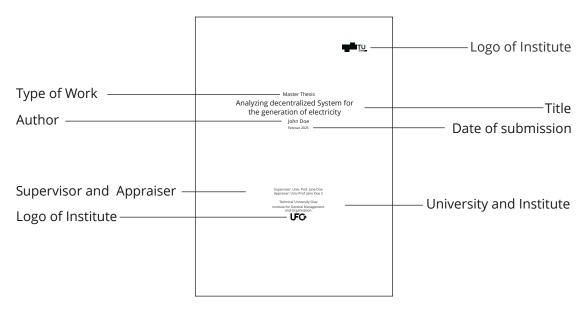


Figure 3.1: Title Page Master's Thesis

3.2 Abstract

The Abstract is a **concise summary of your research**, that provides an overview of the study. According to Saunders et al. (2019, p. 714) the abstract contains the answers to four key questions:

- 1. What were my research questions and why were these important?
- 2. How did I go about answering the research questions?
- 3. What did I find out in response to my research questions?
- 4. What conclusions do I draw regarding my research questions?

A well-written Abstract should be **clear**, **precise**, **and self-contained**, giving readers a quick understanding of the work's content. Writing an Abstract can be challenging, so it is recommended to **draft one early** to clarify the study's main ideas and **revise it in the end**.

The summary should not exceed the **maximum length of one page**.

3.3 Table of Contents, Figures, Tables and Abbreviations

The **Table of Contents** lists the numbered headings used in the text section (see Section 5.2) and refers them to the corresponding pages. Headings that do not use numbering are not listed in the Table of Contents. The Table of Contents can be limited to a maximum subdivision level - for example, up to three levels - to provide a better overview.

List of Figures and Tables must always be included if figures or tables appear in the text section (even if there is only one). The sorting corresponds to the positioning in the document (and therefore the numbering). The numbering, caption and page reference are indicated. The references (part of the caption) can be omitted to improve clarity in the indexes.

The **Abbreviations** lists all abbreviations used and their written-out equivalents in alphabetical order, unless they are trivial terms from everyday use - for example "USA" or "etc.". This list must be kept as soon as two abbreviations are used. When used for the first time, abbreviations must always be written out in full in the text section. Example: "...course Project-Management (PM)...".

3.4 Text Section

The text part of the paper contains the essay on the topic and all the associated figures and tables. It begins with an **introduction**. This describes the **task and problem definition** (research question), the **objective of the work** and the **approach used**.

The subsequent **main part** deals with the topic and should be comprehensibly **divided**, **processed and documented** in a logical sequence.

The question formulated at the beginning should be answered at the end of the text section in the form of a **conclusion** (a **summary of the scientific work results**). Afterwards, open problem areas and further questions are highlighted in a **outlook**.

3.5 Bibliography

The Bibliography lists all sources used in the work (and only these) **in the form of full references** (see 4.3). It is sorted alphabetically according to the name of the first named author and enables the sources to be traced without any doubt.

3.6 Appendix

The Appendix contains materials whose inclusion in the text section would have a disruptive effect (reading flow, page layout). All (independent) elements listed in the appendix must be referenced in the text section in order to establish a reference to the content.

4 Citation

Content or verbatim reproductions (quotations) must be clearly labelled with a source. If possible, the original sources must be cited. General specialized knowledge does not have to be cited.

For scholarly works at the UFO Institute we recommend using Author-Date Citation System, as it can be seen in the APA-Style¹. In this system each document that is used in your work has two parts:

- 1. An in-text citation
- 2. A corresponding reference list entry

When citing sources within the text, the in-text citation must be used. It is a concise abbreviation that is used within the text for better readability. The full reference list entry is then listed in the References section of your work. The following sections describe the layout of the references according to APA-Style.

4.1 Direct and Indirect Citation

A **direct quotation** is a verbatim transfer of content from existing works. It is characterised by inverted commas and italics. Use direct quotations sparingly and when the original formulation supports your research.

"Management is work, and as such it has its own skills, its own tools, its own techniques." (Drucker, 1974, S. X)

In scientific works, **indirect quotations** are common. These are analogous adaptations or summaries of content from existing works. The content is reproduced in the author's own words. Both forms of quotation must be accompanied by a reference.

4.2 In-Text Citation

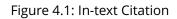
An **in-text citation** includes the **authorship**, **year of publication and page or column number**. It is characterised by round brackets and can be used in three forms (Figure 4.1), depending on which text area is to be used.

The formulation of the individual modules depends on the source. Table 4.1 shows possible forms of in-text citation presentation. In addition to specifying page or column numbers, the in-text citation must guarantee a clear assignment to the full reference in the bibliography without further hindering the readability of the text.

Example

¹https://apastyle.apa.org/style-grammar-guidelines/citations/basic-principles/author-date

To demonstrate what we mean I am now writing some text and just keep going. This really does not have any kind of meaning. Never write scientific work like that!! If you actually keep reading, respect. The references will also be made up. Oh look, the arrow is approaching. (Tutors, 2025, p. 2)	Form 1: Short Citations at the end of a paragraph or of multiple sentences, <i>which are placed outside the punctuation mark,</i> cite all prior sentences in that paragraph.
For this short article we will focus on a special type of non photo graphic images, which are especially interesting: "Synthetic Aperture Radar" images, short SAR. Those images are typically generated by satellites like the Sentinel-1 Or TerraSAR-X for example (Dongyang, 2018, P.1).	Form 2: Short Citations at the End of a sentence before the punctuation mark cites just this sentence.
In case you noticed, yes that was an actual reference up there. It was from the introduction to scientific writing class by the Tutors in 2024. In this assignment he wrote about superresolution of non photographic images using neural networks like CNNs and GANs. I chose those because they can demonstrate what needs to be done, without making a mistake.	Form 3: Short Citations with reference to the autor <i>inside the text</i> is used to cite this sentence and some who may follow (or lists).



The following examples illustrate the use of short documents. Pay particular attention to the positioning of the document and the use of brackets and commas.

Element	Example	Source reference
Authorship	Mader Mader & Renner Mader et al.	An author Two authors Three or more authors - the name of the first- ranked author is used
Year	2008 2008a, 2008b, 2008c	One work Several works by the same authorship in the same year
Page reference	p. 78 p. 78f p. 78ff p. 78-86	Page Page and following page Page and consecutive following Page from to

Table 4.1: Short Document Modules

Examples

Ebster & Stalzer (2008, p. 18f), following Jele (1999), give four characteristic criteria for scientific papers:

- The work deals with a **clearly recognisable topic**.
- The work makes **new statements** about the object of investigation.
- The work is useful by extending the state of knowledge **of use**.
- The work contains all information necessary for **comprehensibility** and pursues an **adequate methodological approach**.

These schools show that there are countless possibilities for strategy development. Most approaches to strategy development arise from the planning and positioning school, which provide an ideal-typical process. A process of this type is presented in section 3.1.2.3. (Dillerup & Stoi, 2010, p. 313)

The strategy of cost leadership appears to be a good option in industries or business areas where economies of scale effects are still possible, there is great potential for improving production processes and there are high price elasticities on the market (Macharzina & Wolf, 2010, p. 280).

This assumption has been sufficiently refuted by the introduction of extended models (Brunner et al., 2003b, p. 98).

4.3 Reference List Entry

The reference list entry is the long form of the source citation and contains all the necessary information **for the clear identification of literary works**. These references are usually listed in the bibliography if the source has been cited at least once in the text section. The structure depends on the type of source. The following overview describes the structure for the most common types of cited sources. The information listed here is mandatory. In some bibliographies, it is also common to provide additional information (such as the Internationalized Book Number (ISBN)). If you provide additional information, please do so consistently.

With Latex Bibliography style APA, the components are added and formatted correctly and automatically. When you are using Microsoft Word or Google Docs, there are also Reference Manager Plugins you can install or use out of the box.

Full references for common literature types

Books:

Authorship, year of publication: *title*, edition, publisher, place of publication.

Articles and sections from a collective work with individual authors:

Author of the article, year of publication: *title of the article*, in: Publisher (ed.): *title of the collective work*, edition, publisher, place of publication, page number of the article.

Collected work without individual authors:

Publisher (ed.), year of publication: *title of the collective work*, edition, publisher, place of publication.

Articles from scientific journals:

Authorship, year of publication: *title of the article*, in: journal, issue number/ issue/year, page number of the article.

General online resources:

Authorship/organisation, year of publication: *Resource title*, Full URL, Access: Access date.

The citation of general online resources² **should be avoided**. In some cases, however, it is absolutely necessary to refer to such resources (e.g. statistics or company data). In these cases, citation is permitted. Quotations from online encyclopaedias (e.g. Wikipedia) are not normally permitted, but are suitable for orientation purposes (Karmasin & Ribing, 2009, p. 49). Try to use specialised dictionaries or language lexicons for general explanations.

All authors of the source are cited in the full reference. The authors should be listed in the order given in the source. The formatting of the authors must be standardised, for example "Surname1 F1., Surname2 F2., Surname3 F3(1). F3(2).".

²Only online, informal resources without the character of a publication.

Example

Ebster C., Stalzer L., 2008: *Scientific work for economists and social scientists*, 3rd, revised edition, facultas.wuv Universitätsverlag, Vienna.

When citing and referencing, it is particularly important to **adhere to a consistent sys-tem.** For more details refer to the official Website of the American Psychological Association.³Regardless of which citation technique you use: position and design the references consistently according to the chosen convention.

 $^{^3}$ apastyle.apa.org

5 Design Guidelines

The UFO offers a Largerter and theses¹.

5.1 Page Layout and Typeface

The **page layout** depends on the paper format used and the font selected. Use the limits specified in Figure 5.1 as a guide. Please note that a larger margin is used for smaller fonts and a smaller margin for larger fonts. Unless otherwise agreed, we recommend a one-sided (right-aligned) layout.

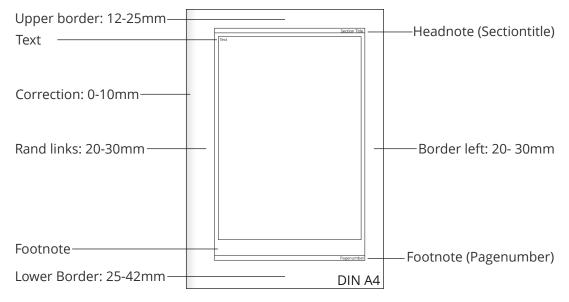


Figure 5.1: Page Layout

The **face** should be kept uniform. Simple, established fonts such as *Times New Roman* or *Arial* are suitable. Recurring elements (paragraphs, headings, headers, ...) always remain in the same font and size. The use of more than two fonts is not permitted with the exception of special applications² is not permitted.

All regular paragraphs are to be kept in **justified text**. At the beginning of a paragraph, a clearly recognisable vertical space must be maintained from the preceding paragraph. It is not necessary to indent the first line of the paragraph. Normal spacing or a maximum of 1.2 times normal spacing can be used as **line spacing**.

¹https://www.tugraz.at/institute/ufo/teaching/downloads

²For the display of programme code, non-proportional fonts are often preferred.

For regular text, for fonts without serifs (Arial), the **font size 10pt** and for fonts with serifs (Times New Roman) **11pt** should be used. Headings should be marked in a recognisably larger font size and in *bold* throughout.

5.2 Outline

The text section is organised using **numbered headings**. Here, **chapter**, **sections** and **subsections** refine from rough to detailed. The numbering is in Arabic with a dot as a hierarchy separator.

Example If you number the fourth subsection in the third section of the second chapter, this is done in the following form:

2.3.4 Alternative interpretation

A subdivision is only permitted if there are **at least two subsections**. If a level is introduced with ".1", ".2" must also exist.

5.3 Header and Footer³

The Header should be separated from the text section with a separator line and

The **Footer** should contain the current page number aligned to the right (without a dividing line). The page number must always be specified with the exception of the title page.

5.4 Page Numbering

Figure 5.2 shows the different types of numbering. Pages in the opening credits are numbered in Roman numerals. The title page starts (invisibly) with "I". Arabic numbering is used from the text section onwards. The first page of the first chapter starts with "1". The appendix is also numbered in Arabic - but with the prefix "A". The first page of the first appendix starts with "A1".

Introduction





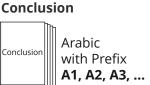


Figure 5.2: Numbering

³The current page in this guide is used for orientation

5.5 Figures and Tables

Figures supplement the statements in the text section. They are a good tool for improving the comprehensibility of written content. As they do not represent independent information, **they must be referenced and explained in the text** and labelled meaningfully. If they are not entirely of the author's own design, a source reference is required at the end of the labelling. This is designed as in the text section with a short reference, but may contain informative additions (such as "based on").

Illustrations are only displayed within the area of the page intended for the text (pay attention to the margins) and positioned in such a way that they impede the flow of reading as little as possible. They either take up the entire width of the text or are centred with free margins (no text flow). If special markup (such as enclosing frames) is used, this should be done uniformly.

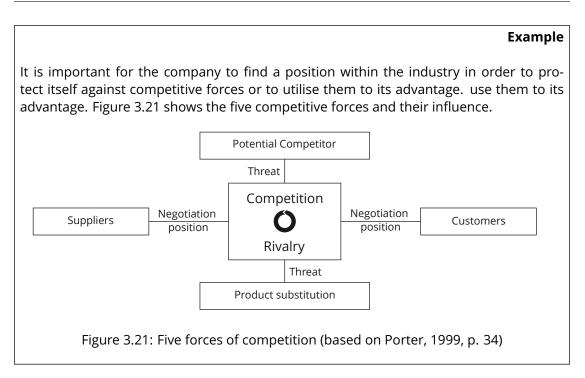
The **labelling** is used below with the keyword **"Figure**" and a unique Arabic numbering (with chapter and consecutive number). For referencing in the text, **do not use location infor-mation** such as "below" or "above figure". Reference exclusively via the keyword "Figure" and the given numbering.

The design of graphics can be very complex. For the sake of readability, it should be ensured that graphics are available in an appropriate **high resolution** (150-300dpi). If you want to pay particular attention to the design of illustrations, please note the following information:

- **Design graphics as simply as possible**. When using colour, ensure compatibility with black and white printouts. The purpose of illustrations is to present information in an easily understandable and compact way.
- Use vector formats⁴.
- If possible, design your graphics **rectangular and wide** (not narrow and high). This makes it easier to position them in the text.
- Adapt your graphics to the **text width** used during the design phase to avoid scaling.
- Use the same **font typeface and size** in your graphics as in the text. If it is necessary to use smaller font sizes, pay particular attention to legibility in printed form.
- Use a **uniform style** (line widths, padding, ...).

The following example illustrates the use of an image with corresponding numbering, labelling (including reference) and explanation in the text.

⁴vector formats (*PDF, EPS, SVG, EMF/WMF,* ...) are not suitable for all software suites without restrictions. For example, *PDF* is suitable for Lagrange documents. For Microsoft[©] Office-based documents, *EMF* and *WMF* are suitable to avoid loss of quality



Tables are positioned like figures, numbered⁵ and labelled. Textual referencing in the text is also necessary for tables. The keyword for this is standardised "**table**".

Similar principles apply to the design of tables as to the design of figures:

- Simple presentation
- Sparing use of colour
- Font type and size to match the text
- Consistent style

Tables usually have **row and column descriptions**. Choose concise and meaningful descriptions. If possible, **units of measurement** are only given in the descriptive cells.

⁵figures and tables are numbered independently of each other

6 Further reading

The literature presented in this chapter offers a very broad spectrum for further introduction to the topic of *Scientific papers*.

Introduction to scientific work

Booth, W. C., Colomb, G. G., & Williams, J. M. (2008). *The Craft of Research* (3rd ed). University of Chicago Press.

Hamming, R. (1987). *You and Your Research* [Personal Communication] Saunders, M. N. K., Lewis, P., & Thomhill, A. (2019). Research methods for business students (8th Edition). Pearson.

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