Guidelines for Scientific Writing

at the chair of

Prof. Dr. Bernd Helmig

University of Mannheim
Chair of Business Administration,
Public & Nonprofit Management

L 5, 4 next to the castle
68131 Mannheim
Phone 0621 181-1727
Telefax 0621 181-1728

sekretariat.helmig@uni-mannheim.de
http://helmig.bwl.uni-mannheim.de

Table of contents

Preamble

By writing a scientific paper, students should prove their ability to independently edit and understand a scientific topic by using scientific methods within a given period of time. Potential topics emerge from our research profile, which can be summarized by socially oriented service-management in public and nonprofit organizations. Regarding our research profile, we distinguish the four fields of strategic management, market-oriented leadership, human resource management and organizational behavior in public and nonprofit organizations. In terms of master theses, it is possible to suggest own topics, which must be classified within the research profile.

In case of uncertainty or general queries regarding the preparation of a thesis or the editing process, please do not hesitate to contact Mr. Benedikt Englert, M.A., (coordinator of master, bachelor and seminar papers). All content-related questions that affect your thesis can be clarified during the editing process with the respective supervisor.

In principle, all papers written at our chair must comply with the rules of formally correct scientific work. Therefore, prior to writing a scientific paper, it is recommended to study the basics of scientific working. The following comments on the preparation of a scientific paper at the Chair of Business Administration, Public and Nonprofit Management are based on the following monographs:

Theisen, M. R. (2013). Wissenschaftliches Arbeiten: erfolgreich bei Bachelor- und Masterarbeit (16th ed.). Munich: Vahlen.
American Psychological Association (2009). Publication manual of the American Psychological Association (6th ed.). Washington, DC: American Psychological Association.

In case of deviations, the guidelines of the chair must be followed.

The basic processing procedure can be divided into six steps which will be explained in the following:

1. Topic selection
2. Registration and first literature research
3. Drafting of the proposal as well as the preliminary structure (only for master theses)
4. Approval of the proposal and processing period (only for master theses)
5. Counseling
6. Preparation of the thesis
7. Submission of the thesis and valuation

The entire team at the chair wishes you the best of success and pleasure during the preparation period!

Bernd Helmig

Prof. Dr. Bernd Helmig

1 Topic selection

In case of seminar papers and bachelor theses, the assignment of topics is carried out with the best possible consideration of the individual preferences given at the time of registration. Regarding master theses, students start by selecting a topic. Suggested topics as well as guidelines for own suggestions can be found on the chair's homepage under the heading "master's thesis" (superordinate heading "teaching").

For master theses, students generally choose a specific topic from the list on our homepage. In order to do this, please contact Mr. Englert via email and send him the completed "check sheet" from our homepage along with your topic preference. Based on the check sheet it will be assessed whether students meet the requirements for a master thesis at the Chair of Business Administration, Public & Nonprofit Management – as listed in the module catalogue. If they meet the requirements and the topic is still free, students can become familiar with their selected topic for three weeks without any formal obligation. If they finally choose the respective topic, Mr. Englert will assign them to a supervisor. Within one week after the assignment, students must arrange a kick-off meeting with their supervisor. If the appointment is not made, the topic will be released for other students.

If students are interested in a practical thesis with a private, public or nonprofit organization, it is generally possible to submit a topic suggestion to Prof. Helmig. However, it should be clarified with Mr. Englert beforehand whether the desired topic corresponds to a research area that fits in the profile of the chair. For instance, the mere transfer of already known topics, such as the "development of a nonprofit marketing concept for organization XY", would not fulfill this requirement. If Prof. Helmig accepts the suggested topic, the chair and the practice partner will set up a cooperation agreement.

2 Registration and first literature research

Bachelor students do not have to register for their bachelor thesis at the chair. Instead, a central registration takes place at the Dean's Office. After being assigned to our chair, bachelor students are asked to submit their topic preferences.

Students who would like to write their seminar paper as part of the MAN 710 course register by submitting their topic preferences. Afterwards, they are assigned to a topic. The respective registration periods will be published on our website.

Regarding master theses, there is no fixed registration date. Students are free to choose whenever they want to register. After the student and the supervisor agreed on a specific topic, the student will be asked to fill out a form in order to register bindingly for the topic. Afterwards, the preparation period of the proposal begins.

As soon as the topic has been selected, students start with a systematic literature research. This research includes:

- Reference books and textbooks, i.e. the basic literature,
- Business journals (e. g. Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, Organization Science etc.),

- Journals from the Public & Nonprofit Management research area (e. g. Nonprofit Management & Leadership, Voluntas, Nonprofit and Voluntary Sector Quarterly or Public Administration Review, Journal of Public Administration Research and Theory) as well as
- Scientific literature databases (EBSCO, ABI, JSTOR etc.).

Students who write a seminar paper as part of the MAN 710 course can start with the literature research right from the start.

3 Drafting of the proposal and the preliminary structure

Proposal for master theses

After the first literature research has been completed and the students have familiarized themselves with the basics of the topic, they start preparing a **proposal** for their **master theses**.

A **proposal** contains the basic elements of the future work and is already formally structured like the master thesis. The proposal should not exceed eight pages (excl. bibliography) and includes the following elements:

- Title page
- Provisional table of contents/coarse structure of the work
- Definition of the problem as well as the theoretical and practical relevance of the topic
- Research objective(s) or research question(s)
- State of research ("State-of-the-Art")
- Initial reflections on the appropriate methodology
- Schedule
- Provisional bibliography

The proposal should include a **title page** and a provisional **table of contents** (preliminary structure) which clearly indicates the structure of the work. This allows the supervisor to get an initial overview of the work itself. The **problem** should be described in detail so that the supervisor can understand the basics as well as the focus of the research project.

Furthermore, the **objectives of the work** should be formulated. This can be done on the basis of open research questions. Apart from that, a first overview of the current **state of research** should be given (i.e. scientific findings already available on the topic). The methodology section requires initial thoughts on a suitable research design (e.g. qualitative versus quantitative) in order to achieve the predefined goals. In addition, the proposal should contain a **timetable** that schedules the most important milestones of the project. A **bibliography** containing important references (monographs, articles from scientific journals, etc.) complements the proposal. The bibliography primarily consists of references cited in the proposal. However, students can already list literature that will only be considered in the actual thesis. In this case, the bibliography should be divided into two parts.
In general, when drafting the proposal, special attention should be paid to a scientific writing style, grammar as well as formalities. The first version of the proposal must be submitted to the supervisor **within four weeks after the topic has been adopted**.

Preliminary structure of seminar papers and bachelor theses
Neither **seminar nor bachelor theses** require a proposal. Instead, it is sufficient to hand in a **preliminary structure**. The first version of the structure should be discussed personally with the respective supervisor **about one week** after the start of the respective processing period.

4 Approval of the proposal and processing period

In case of **master theses**, the proposal is discussed in a personal meeting with the respective supervisor. Experience has shown that approximately one or two further meetings are required until all questions regarding the content of the thesis have been clarified. The proposal is then discussed in a personal meeting with the examiner and approved by him/her. The period between the start of the proposal preparation and the submission of the final proposal is a maximum of **six weeks**. A first version must be submitted to the respective supervisor within four weeks after the start of the proposal preparation. At this time, the date for the approval meeting is set by the examiner. As soon as the proposal has been accepted, the official processing period begins. The processing period for master theses can be found in the corresponding examination regulations. Students who wish to carry out an empirical study (questionnaires, interviews, etc.) should schedule their time accordingly.

Regarding **bachelor and seminar papers**, the preliminary structure is approved by the supervisor. The processing period for bachelor theses is **eight weeks**. The processing period for seminar papers will be communicated during the kick-off session of the respective seminar. The sessions will be scheduled on a fixed date for all bachelor and seminar paper writers.

5 Counseling

The supervision of seminar papers, bachelor and master theses is carried out by the scientific staff of the Chair of Business Administration, Public & Nonprofit Management. If students have any questions regarding their work, they can always contact their supervisor to arrange an appointment. There is no minimum or maximum number of consultations. Students can make as much use of the counseling service as they need it. For this purpose, they must send their questions to their supervisor one day before the agreed appointment. Issues regarding content, formalities or methodological aspects can be discussed at any time. However, it must be ensured that the students have dealt with the topics in advance. The counseling service does NOT include reading the papers. An exception to this is the proposal for master theses, which is read and evaluated by the responsible supervisor in order to prepare the student for the release interview with the examiner.

6 Preparation of the thesis

6.1 Formal requirements

Every scientific paper must be formally produced and submitted in an impeccable form. The following aspects must be considered during the preparation:

Font type:
Due to readability and comparability, it is required to use the font type "Calibri" with a font size of 12 points in the text (normal character spacing), 1.5 times line spacing, and justification with hyphenation.

Margin:
For **seminar papers and master theses**, the margins have to be formatted as follows:

- Top: 2,5 cm (incl. possible header)
- Bottom: 2,5 cm (incl. possible header)
- Left: 4 cm
- Right: 2 cm.

For **bachelor theses** there are different regulations:

- Top: 2,5 cm
- Bottom: 2 cm
- Left: 2,5 cm + 1 cm gutter
- Right 2,5 cm.

Pagination:
For the table of contents and the other directories (e. g. appendix, reference list) the pages are numbered with Roman numerals (I, II, III etc.). In the text, pages are numbered with Arabic numerals (1, 2, 3, etc.). Page numbers are located in the footer on the right side.

Length:

- Seminar papers: 15 Pages (+/- 10 %) incl. figures and tables[1]
- Bachelor thesis: 20 Pages (+/- 10 %) incl. figures and tables
- Master thesis 50 Pages (+/- 10 %) incl. figures and tables

If necessary, additional pages, such as the list of contents, illustrations, tables, abbreviations, appendices, symbols as well as the bibliography or the appendix, the statutory declaration and, if applicable, a non-disclosure notice, may be added although without being counted as actual text pages.

Language, orthography and punctuation:
With regard to the **language**, a scientific writing style is required. A journalistic writing style with filler words and flowery expressions should be omitted. **Spelling and punctuation** should be accurate. For theses written in English, either the British or the American spelling should be followed consistently. A mixture of different spellings is not permitted. In general, the work should be written in present tense. However, past tense can be useful in the methodology section. Convoluted sentences, consisting of multiple subordinate clauses or anthropomorphisms (personifications) should be avoided. The author should try to guide the reader through the work by referring to other paragraphs and transitions.

Headings and paragraphs:
The distance between headings and text should be 12 pt. The distance between the text and the next heading should be 24 pt. Headings must be left-justified and can be highlighted by

[1] Deviant rules are announced in the respective research seminar.

font sizes that differ from the text. There should be a blank line of 12 pt between two paragraphs. Excessively long sections without paragraphs as well as one-sentence paragraphs should be avoided. As long as it is held consistently, students can decide whether the text only appears on the lowest or also on higher outline levels.

Integration of figures and tables into the text:
Figures and tables should be included in the text if the text directly refers to them (otherwise they are better placed in the appendix). Often illustrations or tables are helpful to illustrate complicated facts in a comprehensible way. Illustrations and tables must be formatted consistently throughout the work (left-aligned/with frame or central/without frame etc.). For quality reasons, illustrations should always be created by yourself (and not copied from other sources). The numbering is consecutive. Figures or tables in the text of the paper are never self-explanatory: this means that each figure and/or table in the text must be explained. The reference of the respective tables and figures is directly underneath the illustration. The reference always begins with "Source: ...". (cf. Fig. 1). The abbreviated citation format applies (see also section 6.4). The title of the illustration or table is formatted in font size 12 pt, whereas the reference must be in font size 10 pt and left-justified with hanging indentation (flush with the title of the illustration/table).

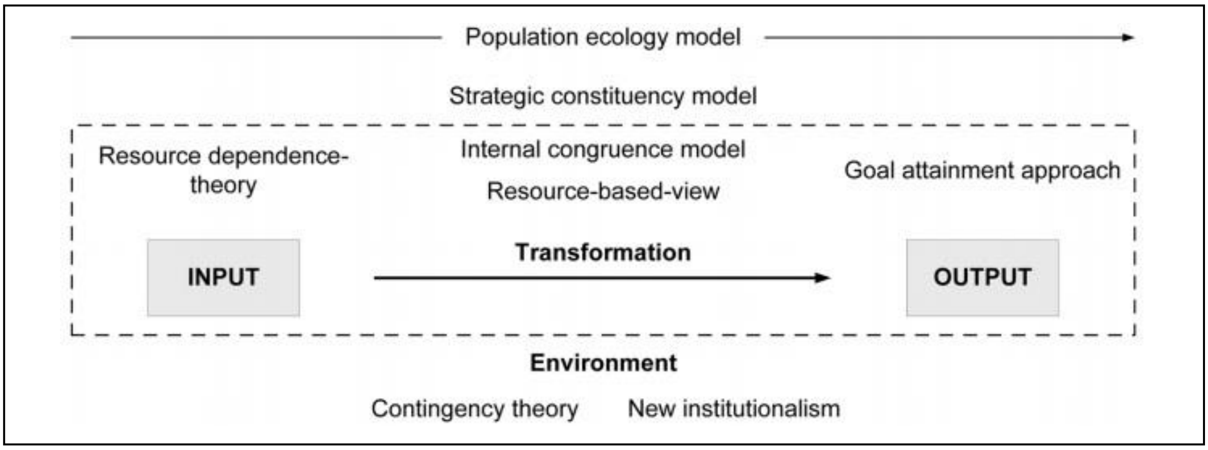


Fig. 1: Theoretical approaches in the context of the systems approach
(Source: Helmig, Ingerfurth, & Pinz, 2014, p. 1515)

When incorporating illustrations into the text, it is important to ensure adequate quality and good legibility. For instance, screenshots or scanned images from books usually have an insufficient quality or resolution. In this case, it is recommended to create new illustrateons.

6.2 Structure and guidelines on the preparation of introductory directories

A scientific paper should be structured as follows (note: each directory should be created on a new page):

- Title page
- Table of contents
- List of figures (if necessary)
- Table directory (if necessary)
- List of abbreviations (if necessary)
- Symbol directory (if necessary)
- List of appendices (if necessary)

- Text pages of the work itself
- Appendix (if necessary)
- Bibliography
- Statutory declaration
- Non-disclosure notice

Title page:
The title page should correspond to the following pattern (see Fig. 2). The semester on the title page depends on the date of submission.

- Title of the work
- Type of work
- Name and chair of the supervising professor
- Name and address of the author
- Date of submission

The importance of cause-related marketing
for the fundraising of nonprofit organizations

Type of work (e. g. seminar paper, bachelor or master thesis)

at the

Chair of Business Administration,
Public & Nonprofit Management
Prof. Dr. Bernd Helmig

University of Mannheim

by
First and last name: Max Mustermann
Course of study: (e. g. Mannheim Master in Management)
Student number: XXX

Address: sample-street 17
68161 sample-town

Spring term/ Fall term 20XY/20XY

Fig. 2: Sample title page
(Source: own illustration)

Table of contents:
The table of contents covers the whole paper and should be arranged accordingly. In general, four basic elements can be distinguished:

- Introductory section (chapter 1),
- Presentation of the theoretical and conceptual foundations of the work (Chapter 2; possibly Chapters 2 and 3),

- the main part of the work, in which the author deals with the research questions empirically or conceptually (Chapters 3 to x; possibly Chapters 4 to x) as well as the
- Conclusion.

For the structure of the text you must use the decimal classification. In order to ensure a clear structure, the authors should use a maximum of three outline levels. Figure 3 shows an example of a table of contents for a seminar or bachelor thesis whereas Figure 4 illustrates the same for a master thesis. If a chapter is subdivided, it must contain at least two subchapters (i.e., section 2.1 is always followed by section 2.2). The table of contents must be formatted in "Calibri" font and font size 12 pt. The subheadings are hanging. The chapter numbering must be leveled with the heading of the chapter above.

Table of contents

List of figures II
Table directory III
List of abbreviations IV
Symbol directory V
List of appendices VI

1 Introduction 1
  1.1 Problem 1
  1.2 Objectives 2
  1.3 Procedure 3
2 Theoretical-conceptual foundations 4
  2.1 Reasons for the emergence of intersectoral partnerships 4
  2.2 The importance of intersectoral partnerships in development cooperation 5
3 Methodology 5
4 Results 7
  4.1 Opportunities for intersectoral partnerships 7
  4.2 Risks of intersectoral partnerships 9
5 Discussion 11
  5.1 Evaluation of results 11
  5.2 Limitations 13
  5.3 Research outlook 14
  5.4 Management implications 14
6 Conclusion 15

Appendix VII
Bibliography VIII
Statutory declaration IX

Fig. 3: Example of a table of contents for a seminar paper or bachelor thesis
(Source: own illustration)

Table of contents

Fig. 4: Example of a table of contents for a master thesis
(Source: own illustration)

All parts of the table of contents must relate to the selected topic. This requires "problem-oriented headings". Apart from that, the structure should be clear and without any overlaps.

In order to understand the logical structure of the work, appropriate, short and meaningful headings should be developed. The respective headings should be self-explanatory. Complete sentences, especially relative and passive sentences as well as questions and dashes must be avoided.

List of figures and table directory:
In the list of figures and in the table directory all figures and tables of the work are listed with titles and page numbers. Figure 5 shows an example (the table directory must be created analogously).

List of figures

Fig. 5: Example of a list of figures
(Source: own illustration)

List of abbreviations:
Only technical abbreviations must be explained and listed alphabetically in the list of abbreviations. This also includes the abbreviations used in the bibliography. Do not use too many abbreviations in order to keep your text fluent. Common abbreviations are not listed.

List of abbreviations

DBW	Die Betriebswirtschaft
DEA	Data Envelopment Analysis
FDH	Free Disposal Hull
NPO	Nonprofit-Organisation

Fig. 6: Example of a list of abbreviations
(Source: own illustration)

Symbol directory
All symbols used in the text (e.g. @, €, &, §, §§, %) must be explained and listed alphabetically in the list of symbols.

Symbol directory

€	Euro
§, §§	Section, sections

Fig. 7: Example of a symbol directory
(Source: own illustration)

List of appendices:
The list of appendices contains all appendices with titles and page numbers.

List of appendices

Fig. 8: Example of a list of appendices
(Source: own illustration)

6.3 Content requirements

The content requirements strongly depend on the respective topic. As a result of this, it is only possible to provide general information about the different parts of the text.

In master theses, students need to provide an **abstract** containing the main arguments of the thesis within max. 250 words. This page does not count against the 50-page count.

The **introduction** (chapter 1 of the thesis) starts with the **definition of the problem** (section 1.1). It should be answered why it is relevant and interesting to write a paper on the selected topic. The problem definition usually starts more generally (e.g. general trends in the non-profit management) before it guides the reader to the core topic of the work (funnel-shaped structure of the problem definition). Sometimes it makes sense to briefly define the central terms of the work during the problem definition. This is especially useful if there is no separate chapter that deals with general definitions.

Section 1.2 defines the **objectives** of the paper. In order to define goals, an overview of existing research gaps is usually required. Regarding this, it may be useful to briefly address these research gaps before deriving own goals and research questions.

Afterwards, there should be a brief **description of the procedure** (Section 1.3). It should be explained how and why the author has structured his or her work in the given way. This includes an explanation of the chosen chapter sequence. The description of the procedure is not a reproduction of the table of contents. In fact, the justification of the applied procedure is crucial.

The **theoretical-conceptual part of the thesis** (usually chapter 2) includes all theoretical foundations discussed in the literature (e.g. conceptual principles and theories that justify the connections to be explained, etc.) that are necessary to answer the research question(s) (or to achieve the research objectives). The theoretical-conceptual part should not be too broad. This means that it should not contain information that does not concern the core of the thesis (e.g. no definition of the term nonprofit management if the title of the work is cause-related marketing).

In the **main part of the paper** (usually chapters 3 to x of the paper), the research questions are answered either conceptually or empirically. This is the core of the paper and should therefore cover most of the pages. The main part of the paper can be divided into methodology,

display of the results and discussion. It is expected that the main part consistently relates to the topic by using logical and consistent arguments. Moreover, controversial aspects should be discussed controversially. In addition, personal contributions and comments should always be separated from scientific discussions and identified as such.
Bachelor theses are structured according to the five steps of Denyer and Tranfield (2009). This document will be available to the students at the start of the processing period. The five steps should be thoroughly discussed in the methodology section of the bachelor thesis (chapter 3, see figure 3).

In the **final part of the work**, the central statements and results have to be summarized before the author provides a personal assessment regarding the achievement of the respective goals. Apart from that, it is advisable to present and discuss potential limitations of the research. The paper is usually complemented with an outlook of future research as well as practical implications.

All things considered, the paper should follow a “red thread” which is based on the following structure:

- Question, problem, relevance: What is the work about? Why is it important or interesting to pursue this question?
- State of research: What has already been found out about the topic?
- Research gap, problem definition: What has not been discovered or investigated yet? For implementation topics: Which problem has not been solved at all or at least not in an appropriate or efficient way?
- Methodological approach: What methods did you use in order to close the research gap?
- Results: What are the findings of the analysis or the implementation?
- Summary of the results and discussion: How can you evaluate the contribution of the paper in relation to previous research? What are the implications for management practice?
- Outlook: What new research question(s) are opening up?

All questions raised in the introduction must be answered within the paper and evaluated during the discussion.

6.4 In-text citations

When writing seminar papers, bachelor and master theses at Professor Helmig’s chair, citations must comply with the standards of the **American Psychological Association (APA)**. In the following, the basics of this citation method will be explained. If there are any questions or uncertainties regarding specific cases, you will find several editions of the Publication Manual of the American Psychological Association (6th Edition) in the library of the university. In principle, citations are directly inserted in the text without using “cf”, “ibid.”, “see”, etc. Verbatim (or direct) quotes are indicated by quotation marks (“”).In addition, the citation of verbatim quotes must provide the respective page number. *Example*: “Through their voluntary commitment, volunteers increase the emotional accessibility of organizations’ activities and also take a leading role in terms of overall civic engagement and participation.“ (Englert & Helmig, 2018, p. 7). Indirect quotes do not require an additional indication.

The work of a single author

If the paper was written by **one author**, the citation consists of his or her surname and the year of publication, separated by a comma and in parentheses. *Example*: (Helmig, 2008).
If there is already a reference of the author within the continuous text, then only the year of publication will be put in parentheses. *Example*: Helmig (2008) has found out that….
In the rare case that both elements are mentioned in the continuous text, no parentheses are required. If the same work is referenced twice in succession, the year of publication should not be mentioned again. *Example*: Helmig (2008) has found out that…. Helmig also emphasized that….
If, however, the author and the year of publication are both in parentheses in the first sentence, then the year of publication must be mentioned again in the following sentence. *Example*: Microfinance organizations are characterized by pluralistic objectives (Pinz, 2017). Apart from that, Pinz (2017) has also discovered that….

The work of several authors

If the paper was written by **two authors**, then you must refer to both of them at the appropriate place in text. Their surnames are separated by an “and” in the continuous text. *Example*: Helmig and Boenigk (2012) emphasize….
If you cite in parentheses, figure subtitles or tables, the ampersand (“&”) is used as a substitute for the word “and”. *Example*: The non-distribution constraint is the constitutive element of nonprofit organizations (Helmig & Boenigk, 2012).
If the work was written by **three, four, or five authors**, the first citation includes all authors before the following citations only include the surname of the first author followed by et al. *Example*: Helmig, Spraul, and Ingenhoff (2016) have found that…. [Successive citation in the following sentence:] Helmig et al. emphasize…. [Renewed citation later in the text:] Helmig et al (2016) demonstrate….
It is similar when you cite in parentheses, figure subtitles or tables. *Example*: Different dimensions of success play a role in nonprofit organizations (Helmig, Ingerfurth, & Pinz, 2014). [Successive citation of the source directly afterwards or at a later point in text:] Mission fulfilment is particularly difficult to capture (Helmig et al., 2014).
In case of **six or more authors**, only the first author followed by et al. is cited.
If the author cannot be identified, he or she must be replaced by "Anonymous" followed by a comma and the year of publication. *Example*: (Anonymous, 2003). If two or more papers by different authors are cited in the same parenthesis, they are separated by a semicolon and arranged alphabetically. *Example*: (Helmig & Boenigk, 2012; Pinz, 2017). Several papers by identical author(s) in the same year are labeled with a letter in order to distinguish them in the bibliography. *Example*: (Bundestag, 2017a, 2017b).
A summary as well as additional features of the APA style can be found in the following table or in the “Publication Manual of the American Psychological Association”.

Type of citation	First reference in the text	Following references in the text	First reference in parentheses	Following references in parentheses
The work of one author	Helmig (2008)	Helmig (2008)	(Helmig, 2008)	(Helmig, 2008)
The work of two authors	Englert and Helmig (2018)	Englert and Helmig (2018)	(Englert & Helmig, 2018)	(Englert & Helmig, 2018)
The work of three authors	Helmig, Ingerfurth, and Pinz (2014)	Helmig et al. (2014)	(Helmig, Ingerfurth, & Pinz, 2014)	(Helmig et al., 2014)
The work of four authors	Thaler, Spraul, Hel-mig, and Franzke (2017)	Thaler et al. (2017)	(Thaler, Spraul, Hel-mig, & Franzke, 2017)	(Thaler et al., 2017)
The work of five authors	Boenigk, Helmig, Bruhn, Hadwich, and Batt (2012)	Boenigk et al. (2012)	(Boenigk, Helmig, Bruhn, Hadwich, & Batt, 2012)	(Boenigk et al., 2012)
The work of six au-thors	Helmig et al. (2017)	Helmig et al. (2017)	(Helmig et al., 2017)	(Helmig et al., 2017)
Groups (with an accepted abbrevia-tion)	United Nations (UN, 2018)	UN (2018)	(United Nations [UN], 2018)	(UN, 2018)
Groups (without an accepted abbrevia-tion)	Bundestag (2016)	Bundestag (2016)	(Bundestag, 2016)	(Bundestag, 2016)

Tab. 1: Citation according to APA
(Source: own illustration, based on American Psychological Association [APA], 2018, p. 177)

Interviews with experts or business partners conducted in the course of the work should also be cited within the text. *Example*: (See Interview with Müller in Appendix 5, p. XII/P. Müller, personal interview, September 1, 2018) In case of large amounts of text in the interviews, it must be ensured that the reference leads the reader directly to the interviewee's statement. Therefore, it is advisable to use number lines or paragraphs in the interview transcripts so that a direct reference to a specific statement is possible. In contrast, page numbers are often too unspecific. The transcribed interviews are part of the appendix. If the transcriptions are several pages long or if a lot of pages are required for a document analysis, they should be added as a digital appendix on a USB stick and not as a hardcopy within the printed master thesis.

With regard to the **citability** of sources, it should be noted that only published material, where you can ensure the traceability and controllability, may be used (e.g. not: seminar and master theses and lecture documents). The citation of popular magazines is problematic if the boundary to a scientific journal is fluid (e. g. manager magazin, Wirtschaftswoche etc.). In case of doubt, they should be omitted in favor of another source. Apart from that, these magazines often only contain general information that is not cited anyway (as is the case in most other public media, e.g. Focus, Stern, Spiegel, etc.). Pure public journals (e. g. Hörzu, Brigitte etc.) are never worth citing; at best they are suitable for an introduction to the topic. Moreover, it is not necessary to cite:

- General knowledge which can be taken from a (conversation) lexicon,
- Technical terms,
- Generally accepted terms from specialist dictionaries and
- Mathematical formulas.

It is not possible to specify a certain **quantity of citations**. However, it is true that the citations are solely determined by the literature used in the text.
Literature research, quality and appropriateness of the sources used:
The recommended literature should be included in the review of the current state of research. It must obvious that the student understood the recommended literature and has the ability to reflect it critically. Within the framework of a scientific elaboration, the basic and current literature on the subject area should be taken into account. It is therefore expected that the literature review (clearly!) extends the recommended introductory literature. Good work is characterized by the fact that the latest and, in particular, high-quality publications are included in the review of the current state of research.

Finally, there is the issue of plagiarism. "Anyone who adopts a foreign text in word or content and passes it off as his own cheats the reader and is guilty of plagiarism. One should suspect that this would only happen very rarely. [...] Surprisingly, however, numerous seminar papers [...] are full of plagiarisms; some of them are even a single plagiarism, without this being clear to the authors" (Standop & Meyer, 2004, p. 193).

In order to avoid accusations of plagiarism, it is important that students are familiar with the various forms of citation and take them into account carefully. All scientific papers will be checked by plagiarism software.

6.5 Bibliography

After the text part has been written, the **bibliography** has to be prepared. It must be formatted with single line spacing, a distance of 12 pt after the text and a hanging indent of 0.5 cm. No justification is used in the bibliography. Instead, the bibliography is left-justified. In the bibliography, the literature cited in the text must be listed alphabetically according to the surname of the author (if no author is indicated, the title takes its place). In case of several works by identical author(s), a chronological order must be applied. Monographs, essays, internet sources, anthologies, etc. are not separately listed. In contrast to the abbreviated in-text citation (e. g. "Helmig et al."), the bibliography requires a complete list up to (and including) seven authors. In the case of eight or more authors, the first six are mentioned before three dots (...) separate the sixth from the last author. Accordingly, the three dots represent the authors between the sixth and the last author.

Persons shall be registered under their surname and under the first letter of their first name (or names). Surname and first name are separated by a comma. Surnames in countries with European languages are registered in the customary form of their country. Prefixes are considered as: Prepositions, articles and mergers of prepositions and articles.
Prefixes at the beginning of a name of Roman origin and the prefix 'de' of Dutch origin are entered before the surname (e. g. Paul la Cour → La Cour, P.; Per de Besche → De Besche, P.; Magnus Gabriel de la Gardie → De la Gardie, M. G.).Prefixes at the beginning of a name of other origin are entered after the surname (e. g.: Max van Haven → Haven, M. van; Gustaf af Geije → Geije, G. af; Paul von Müller → Müller, P. von).

Compound names from German-speaking countries shall be registered as follows: Max Meyer-Lübke → Meyer-Lübke, M.; Lilu von Turn und Taxis → Turn und Taxis, L. von.[2]

The literature must be listed in the bibliography according to the following rules:

Monograph:
Surname, first name(s) (first letter). (Year, possibly with distinguishing feature a, b, c). *Full title* (edition (abbreviated with ed.; only if it is not the first edition). Place of publication (town, federal state): Publisher.

Examples:

Helmig, B. & Boenigk S. (2012). *Nonprofit Management*. Munich: Vahlen.

Theisen, M. R. (2011). *Wissenschaftliches Arbeiten* (15th ed.). Munich: Vahlen.

Siepmann, D., Gallagher, J. D., Hannay, M., & Mackenzie, J. L. (2008). *Writing in english: A guide for advanced learners*. Tübingen and Basel: A. Francke Verlag.

Journal articles:
Surname, first name(s) (first letter). (Year, possibly with distinguishing feature a, b, c). Complete title. *Name of journal, volume*(number), page number from to (x-y). doi:xx.xxxxxxxxxx [if no DOI is available, but the article was retrieved online, a "retrieved from {URL of journal homepage}" is added].

[2] See Deutsche Nationalbibliothek (Hrsg.) (2002), Regeln für die alphabetische Katalogisierung in wissenschaftlichen Bibliotheken, 4. Ergänzungslieferung, Leipzig, Frankfurt am Main, Berlin: Deutsche Nationalbibliothek.

Examples:

Boenigk, S., & Helmig, B. (2013). Why do donors donate? Examining the effects of organizational identification and identity salience on the relationships among satisfaction, loyalty, and donation behaviour. *Journal of Service Research, 16*(4), 533–548. doi:10.1177/1094670513486169

Helmig, B., Jegers, M., & Lapsley, I. (2004). Challenges in managing non-profit organisations: A research overview. *Voluntas – International Journal of Voluntary and Nonprofit Organizations, 15*(2), 101–116. doi:10.1023/B:VOLU.0000033176.34018.75

Helmig, B. (2001). Variety-seeking-behavior. *Die Betriebswirtschaft, 61*(6), 727–730. Retrieved from http://www.dbwnet.de

Contributions in anthologies:

Surname, first name(s) (first letter). (Year, possibly with distinguishing feature a, b, c). Complete title. In first name(s) the editor(s) of the anthology (first letter). Surname of the editor(s) of the anthology (ed.), *title of the anthology* (edition (abbreviated with ed.). Only if it is not the first edition)) (page numbers from to (x-y)). Place of publication (city, federal state): Publisher.

Examples:

Helmig, B. (2004). Wird das Potenzial von Marketing im NPO-Management unterschätzt? In D. Witt, R. Purtschert, & R. Schauer (Ed.), *Funktionen und Leistungen von Nonprofit-Organisationen* (pp. 59–86). Wiesbaden: Springer.

Helmig, B. & Thaler, J. (2010). Nonprofit Marketing. In R. Taylor (Ed.), *Third sector research* (pp. 151–170). New York, NY: Springer.

Newspaper articles:

Surname, first Name(s) (first letter) (year, month day). Title of the article. *Title of the newspaper*, page numbers from to (x-y) [for online newspapers "retrieved from {URL of the home page of the journal}" instead of page numbers].

Example:

Helmig, B. & Bürgisser, S. (2007, April 3). Mit der Akkreditierung ist es nicht getan. Neue Zürcher Zeitung. Retrieved from https://www.nzz.ch

Software:

Name of the software (version) [Type of software]. Location: Manufacturer of the software.

Example:

MAXQDA Standard (Version 18.0.0) [Computer software]. Berlin: Verbi Software.

Sources from the internet:

Author or name of the publishing organization (for subordinate organizational units, the top organizational unit must always be mentioned first) (year, month day). Title of the contribution. *Title of the website*. Retrieved from [URL].

Beispiel:

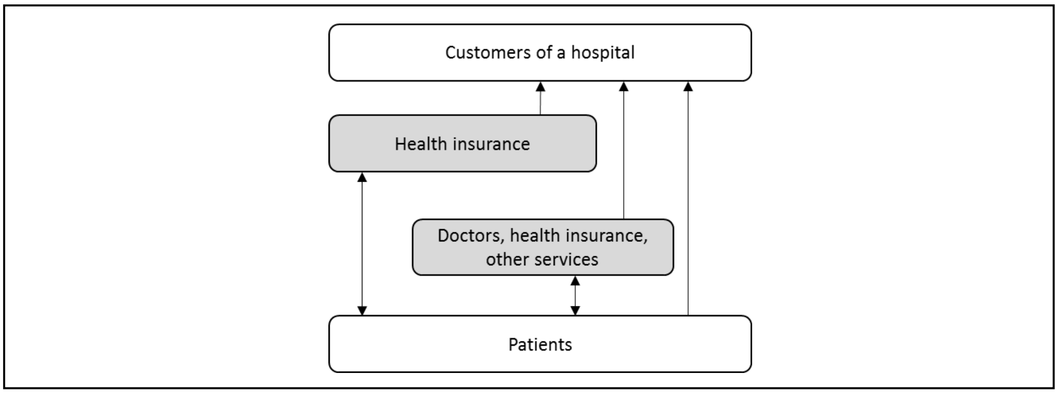
Social Reporting Standard (n. d.). Wie ist der SRS-Leitfaden aufgebaut? *Social Reporting Standard*. Retrieved from https://www.social-reporting-standard.de

6.6 Appendix

The appendix lists all documents that are relevant for understanding the work, but did not necessarily have to be included in the text. Often these are interviews, additional evaluations, supplementary material, etc. Appendices are listed one after the other. Tables, figures, samples, etc. that do not fit into the main body can be included in the appendix. The underlying sources of the respective appendix must be listed in the bibliography. Information contained in the appendix should be indicated accordingly in the text.
In bachelor theses, all sources used within the systematic literature review must be explicitly listed in an appendix. The following information is mandatory: author, year/date of publication, title, journal/source (possibly also type of search: systematic search, snowball search, etc.). Please note that these sources must also appear within the bibliography.

In contrast to tables and figures, appendices have the title above the illustration and the source underneath. Figure 9 shows an example.

Appendix 1: Customers of a hospital



(Source: own illustration, following Jungblut-Wischmann, 2000, p. 684)

Fig. 9: Example for an appendix
(Source: own illustration)

For qualitative master theses we recommend the following for the digital and the print version of the appendix:

- Necessary elements of the print version: interview guidelines/evaluation protocols for secondary data; category system
- Necessary elements of the digital version: data corpus (raw data, i.e. transcripts and secondary data); codebook (incl. identification of changes); category system and condensation (if not included in the continuous text as part of the evaluation)
- Possible elements (print/digital): details of the sample (tabular format); theoretical and conceptual analytical framework of the study; transcription rules

6.7 Statutory declaration

The statutory declaration on the last page of the seminar paper, bachelor and master thesis must be **signed personally**. Even if a thesis is written in English, the declaration must still be made in German. If the declaration is not made, examiners can refrain from correcting the thesis. The thesis is then rated as "5.0" (not sufficient). The German version reads as follows (in accordance with section 16 (9) B.Sc. Business administration and section 10 (8) of the regulations for the master's degree program):

„Hiermit versichere ich, dass diese Abschlussarbeit von mir selbst verfasst ist und dass ich keinerlei fremde Hilfe in Anspruch genommen habe. Ebenso versichere ich, dass diese Arbeit oder Teile daraus weder von mir selbst noch von anderen als Leistungsnachweise andernorts eingereicht wurden. Wörtliche und sinngemäße Übernahmen aus anderen Schriften und Veröffentlichungen in gedruckter oder elektronischer Form sind gekennzeichnet. Sämtliche Sekundärliteratur und sonstige Quellen sind nachgewiesen und in der Bibliographie aufgeführt. Das Gleiche gilt für graphische Darstellungen und Bilder sowie alle Internet-Quellen.
Ich bin ferner damit einverstanden, dass meine Arbeit zwecks eines Plagiatsabgleichs in elektronischer Form anonymisiert versendet und gespeichert werden kann. Mir ist bekannt, dass von der Korrektur der Arbeit abgesehen werden kann, wenn die Erklärung nicht erteilt wird.“

Mannheim, den ... (Abgabedatum)   Unterschrift

6.8 Non-disclosure notice

For papers in cooperation with organizations, the partners may require a non-disclosure agreement. In this case, the work may be preceded by a non-disclosure notice based on the following text:

„The following master thesis contains confidential information. Therefore, it was a prerequisite that the thesis would not be made accessible to the public. In order to meet this requirement, the following non-disclosure notice applies: This master thesis was prepared for internal purposes of organization XY. The public display of this Master thesis, therefore, requires the prior consent of Organization XY. According to the examination regulations for obtaining a degree at the University of Mannheim, one copy of the thesis remains under lock at the supervising chair. The work will not be accessible to third parties.“

7 Submission of the thesis

Bachelor and master theses must be submitted in duplicate; seminar papers in single copy (on paper printed double-sided) in **due time at the secretary's office of the chair during the opening hours**. If you send your work by post the supervisor should be informed in advance. The following regulations apply to scientific papers sent by post: The paper must be sent in printed form (Bachelor's and Master's theses: two copies; seminar papers: one copy) by registered post before the deadline. The tracking number and your work in digital form must be sent via e-mail to the supervisor before the deadline.

Seminar papers can be handed in with stapled strips, whereas bachelor and master must be submitted in bound form or ring binder.

In addition, the work must be submitted electronically (as a PDF on a USB stick) and on time. Potential SPSS data sets, associated data and output files, transcription files or similar (especially in empirical work) are also stored on a USB stick.

We are already looking forward to receive your work with exciting research results.