

**Formal Specifications and Guidelines for Seminar Papers,  
Bachelor and Master Theses and other Assignments for the  
Group Marketing, Management/Organization, and  
Innovation Management**

**Title of the paper**

Submitted by

First Name Last Name

Matriculation Number

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Supervisor: (Title. Name of supervisor)

Group: (Management/Organization/Marketing/Innovation Management)

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<sup>1</sup> Written papers should adhere to the recommendations in this document with regard to structure, page numbering (Roman for indexes, otherwise Arabic) and formatting. Even the cover page is to be in accordance with this document.

## **List of Abbreviations**

Example:

CRM                      Customer Relationship Management

## **Annotations**

The abbreviations used in the written text have to be the ones that are common, the ones that are customary within the field of study, and the ones in scientific journals. All the abbreviations used in the paper have to be included in the abbreviations list. An exception is for the abbreviations that are considered generally valid (“Can be found in the dictionary”). These do not have to be enlisted in the abbreviations list (Examples: “i.e.” and “e.g.”). You find an instruction to create a List of Abbreviations in Word in the Appendix.

## List of Figures

Example:

Figure 1: Individual Activities in the chair of Management/Organization ..... V

## Annotations

Figures and tables are to be integrated into the text. They must be labeled as meaningful as possible and numbered consecutively. In the case of adopted figures, a reference to the source is essential (see section 4.3). Figures and tables are not an end in themselves, they have to contribute a useful addition to the text. Only such figures and tables should be included in the paper that clarify the relationships explained in the text and thus provide a clearer meaning and greater comprehensibility of the text. Therefore, a particular attention should be paid to the embedment of figures and tables in the text. Appropriate lists/directories must be created as soon as a figure or a table is added. You find some instructions for Word in the Appendix.

## Example Illustration<sup>2</sup>

### Figure 1

*Teaching program Management/Organization Group*

Bachelor-/Masterkolloquium		Doktorandenkolloquium	
Ufü 3: Organisation	Ufü 4: Motivation und Leadership	Ufü 5: Strategic Management and Entrepreneurship	
Proseminar (Bachelor)		Hauptseminar (Master)	
Ufü 2: Methoden und Techniken der Unternehmensführung			
Ufü 1: Grundlagen der Unternehmensführung			

*Notes.* Please insert the notes and the citations here. For information regarding the citation of figures see section 4.3.

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<sup>2</sup> See also <https://apastyle.apa.org/style-grammar-guidelines/tables-figures/sample-figures>.

## List of Tables

Example:

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### Example for a Table<sup>3</sup>

**Table 1**

*Title of the table*

	Lorem	Ipsum	Dolor	Sit		amet
				Lorem	Ipsum	
Lorem ipsum						
dolor		1	2	3	4	5
Sit amet <sup>a</sup>		6	7	8	9	10
consetetur sadipscing elitr <sup>b</sup>		11	12	13	14	15
sed diam		16	17	18	19	20
sed diam		21	22	23	24	25
nonummy eirmod tempor		26	27	28	29	30

*Notes.* Lorem ipsum dolor sit amet, consetetur sadipscing elitr, sed diam nonummy eirmod tempor invidunt ut labore et dolore magna aliquyam erat, sed diam voluptua.

<sup>a</sup> Lorem ipsum dolor sit amet. <sup>b</sup> At vero eos et accusam et justo duo dolores et ea rebum.

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<sup>3</sup> See also <https://apastyle.apa.org/style-grammar-guidelines/tables-figures/sample-tables>.

## **Summary/Abstract**

For final theses, a short summary in German and English with a maximum of 2.400 characters each is to be prepared in accordance with the general provisions of the bachelor's and master's examination regulations of the TU Ilmenau. The abstract is required for the registration of an evaluated thesis with the university library. The registration is done by the author using the following link <http://www.tu-ilmenau.de/ilmedia/formulare/>.

*Keywords: Management/Organization, Marketing, Innovation Management*

## **1 Preliminary Remarks**

According to the examination regulations, a thesis is defined as an independent scientific achievement. Therefore, we expect that your work meets scientific standards, i.e., it creates knowledge. You can succeed in this if you, in particular, explore a question using scientifically recognized methods on the basis of theory and take previous research on the topic into account. Scientific papers in our fields are to be distinguished from journalistic texts. While journalistic texts seek to provide information and entertainment, scientific papers in our field should explicitly not entertain and only inform to a limited extent.

This fundamental understanding of assignments and scientific papers, the associated objectives, and the aspiration level underlie our fields as well as the undergraduate and graduate research seminars, yet with lower aspiration level, especially regarding the employed methods and originality of work.

We prepare you for writing your thesis in our undergraduate and graduate research seminars. Anyone who has applied the scientific methods in their undergraduate research seminars, bachelor thesis, and graduate research seminars is well prepared for the master thesis. Conversely, those who still have not taken the first learning steps start their thesis with a deficit.

To get an impression about how high-level scientific papers look like, you can refer to articles in renowned international journals in the fields of marketing, management/organization, or innovation management. Such level is to be strived for. Conversely, you should explicitly not refer to articles in practice-oriented journals such as the Manager Magazine or Harvard Business Review. Journals like this serve a different purpose and often ignore scientific standards.

The following explanations serve as a guideline when preparing assignments or scientific papers in management/organization, marketing and innovation management groups at the TU Ilmenau. In cases of doubt about the formal requirements, the relevant literature should be consulted.



## 2 Size and Submission of the Paper

The submission of undergraduate research seminars (for Bachelor students) and graduate research seminars (for Master students) is determined individually. Bachelor and master theses must be submitted in triplicate (three copies) to the examinations office of the Department of Economic Sciences and Media. Additionally, on the submission date, a digital version (either .doc or .docx or .pdf) must be submitted to the group by a data medium or via e-mail. The volume of the theses depends on the type (conceptual-logical, empirical, formal analytical etc.), see Table 2. In valid and justified exceptional cases it is possible to ask for exceptions from this rule (in consultation with the supervisor!).

Cover page, title page, table of contents, any directories/lists, abstract, explanations and notes as well as the bibliography and any appendices are not accounted for as part of the volume of the assignment/thesis.

**Table 2**

*Volume and Submission of Assignments/Theses*

Type of Assignment	Number of Words	Number of Copies
Undergraduate Research Seminar	3.000 – 5.000	1
Graduate Research Seminar	5.000 – 7.000	1
Bachelor's Thesis	8.000 – 10.000	3
Master's Thesis	12.000 – 17.000	3

### 3 Notes on Formatting

#### 3.1 APA Standards

The design of the assignments/scientific papers is built on the basis of the APA standards. The specifications in the American Psychological Association (2020) apply here. The information can be found online through the website: <https://apastyle.apa.org/style-grammar-guidelines/paper-format>.

#### 3.2 Deviations from the APA Standards

Since the APA standards are designed for manuscript versions and not for the final formatting of assignments, the following specific formatting and design requirements apply:

The Times New Roman font should be used consistently in both of the body text and the rest of the assignment/scientific paper (e.g., page numbers). Keywords can be highlighted in either *italics* or **bold**. Use the automatic hyphenation and note the requirements of (a) a left margin of 3.5 cm and (b) otherwise a margin of 2.5 cm.

For assignments and theses, a deviation from the APA standards is allowed in respect of headings/titles. Decomposition is allowed up to four levels, depending on subject and structure chosen. Further headings/titles and subdivisions should only be added if they are necessary for differentiation. Headings/titles are also, unlike in the APA standard, numbered. A format overview can be seen in Table 3 below.

**Table 3**

*Deviations from the APA Standards for Headings/Titles*

Heading/ Title Level	Formatting
Level 1	<b>1 Left-justified, bold, unified indent, 12pt</b>
Level 2	<b>1.1 Left-justified, bold, unified indent, 12pt</b>
Level 3	<b>1.1.1 Left-justified, bold, unified indent, 12pt</b>
Level 4	<b>1.1.1.1 Left-justified, bold, unified indent, 12pt</b>
Text	Justification, first line from the second paragraph indented with unified indent (1,25 cm), 12 pt., line spacing 1,5 lines

*Notes.* Level 1 headings/titles may start on a new page (yet not necessarily).

## 4 Notes for Citation

### 4.1 APA Standards

The required citation follows the APA standard (7<sup>th</sup> edition) with a few modifications. The associated book *Publication manual of the American Psychological Association* (7<sup>th</sup> edition) (American Psychological Association, 2020) is available in the library of TU Ilmenau under the number GWN CN 2500 P976(7).

General information is also available on the American Psychological Association website: <https://apastyle.apa.org/>. We further recommend (a) *the Style Guidelines by Topic* for a holistic overview of the topics to be considered and (b) *the Quick Guides*, especially in respect of the citation: <https://apastyle.apa.org/instructional-aids/reference-guide.pdf>.

Specific indications and examples for assignments/scientific papers for students can be found in the following document, with the various forms of citation and bibliography being particularly relevant: <https://apastyle.apa.org/style-grammar-guidelines/paper-format/student-annotated.pdf>.

### 4.2 Direct and Indirect Citation

Each adaptation of a thought or idea taken from external sources has to be marked. You indicate this with a short reference in the written text, that refers to the complete source in the table of contents.

Pay attention to the correct distinction between direct and indirect citations. A **Direct quotation** is given if you use someone else's phrase verbatim. It is indicated by quotation marks, followed by the short reference. **Indirect quotation** is used, if you adopt someone else's thoughts and ideas by using your own words<sup>4</sup>.

Deviating from the APA Style, indirect quotations have to be marked with the abbreviation "cf." (for confer) in the short references. Furthermore, the **short references must include the page number**. We need the page number for reviewing your work and in order to assess the originality of your work. For illustration see Table 4.

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<sup>4</sup> To differentiate correctly between direct and indirect quotation see the recommendations in the Appendix.

**Table 4**

Direct and Indirect Citation for English Language Papers

	Direct citation (using someone else’s phrase word by word)	Indirect citation (adopting someone else’s thoughts in sense)
Short reference	(Chohan & Paschen, 2021, p. 2)	(cf. Chohan & Paschen, 2021, p. 2)
APA Standard and <b>Deviations</b>	Add the page number and use quotation marks	Add abbreviation <b>cf.</b> and <b>the page number</b>
Example 1	“When new technologies such as NFTs emerge, they change how businesses operate” (Chohan & Paschen, 2021, p. 2).	The way companies operate is influenced by NFTs, for instance (cf. Chohan & Paschen, 2021, p. 2).
Example 2	“A solution is a customized, integrated combination of products, services and information that solves a customer’s problem” (Sawhney et al., 2006, as cited in Tuli et al., 2007, p. 4) <sup>5</sup> .	Suppliers create solutions for their customers by combining customized services and products (cf. Sawhney et al., 2006, as cited in Tuli et al., 2007, p. 4).

**Annotations**

Take the citation very seriously! If you adopt someone’s thoughts and ideas without giving the right references or copy the argumentation including the citations from other authors, you will be failed.

You have to **create your own argumentation** based on the academic literature. If you copy a sentence word by word and just change or phrasings minimally, it is still not an indirect citation, as you can see in Table 5.

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<sup>5</sup> Citing secondary sources see <https://apastyle.apa.org/style-grammar-guidelines/citations/secondary-sources>.

**Table 5***Examples for Citation Forms*

Example for ...	
Direct citation	“When new technologies such as NFTs emerge, they change how businesses operate” (Chohan & Paschen, 2021, p. 2).
Indirect citation	As Chohan and Paschen (2021) point out, new NFT technologies will lead to significant changes in companies regarding their way to operate (cf. Chohan & Paschen, 2021, p. 2).
Incorrect indirect citation	When new technologies like NFTs arise, they change how businesses are working (cf. Chohan & Paschen, 2021, p. 2).

**4.3 Citation of Figures**

Figures can be very helpful for the reader's understanding. Therefore, they must be embedded at relevant positions in the text. Figures are any kind of charts, graphs, pictures, screenshots or other illustrations (except tables). Similar to sources in written texts, figures also need to have a source reference. The source is given under the figure in the notes. The correct citation depends on how much an original figure has been modified. The possibilities are shown in Table 6.

**Table 6***Exemplary Citation of Figures*

Copy of a Figure	From Viio & Grönroos, 2016, p. 43.
Rebuild a Figure without modifications (recommended to ensure readability)	From Viio & Grönroos, 2016, p. 43.
Rebuild a Figure with modifications	Based on Viio & Grönroos, 2016, p. 43.
Own Figure based on one or more sources	Based on Viio & Grönroos, 2016, p. 43; Quinton & Simkin, 2016, p. 468.
Own Figure	No citation is necessary, even not “own figure”

*Notes.* In case of uncertainty, please consult your supervisor.

## **5 Terminology Consistency**

In terms of formality and content, terminological consistency is essential for good assignments/scientific papers. All key terms related to the topic should be clearly defined, delimited, and utilized in accordance with the chosen definitions. Furthermore, it is paramount to ensure spelling consistency (e.g., company or firm). Exceptions are attributed to direct quotations. Use the tense in present during the whole paper, except for the methodological part. To describe the used method the tense simple past or past progressive are required.

## **Bibliography**

American Psychological Association. (2020). *Publication manual of the American Psychological Association. The official guide to APA style* (7<sup>th</sup> edition).

Washington, DC: American Psychological Association.

Chohan, R., & Paschen, J. (2021). NFT marketing: How marketers can use nonfungible tokens in their campaigns. *Business Horizons*, 66(1), 43-50.

<https://doi.org/10.1016/j.bushor.2021.12.004>

Tuli, K. R., Kohli, A. K., & Bharadwaj, S. G. (2007). Rethinking Customer Solutions.

From Product Bundles to Relational Processes. *Journal of Marketing*, 71(3), 1-

17. <https://doi.org/10.1509/jmkg.71.3.001>

## **Appendix (optional, only after consultation and agreement)**

Here you can find some instructions for creating a List of Abbreviations, List of Figures and List of Tables if you use Word.

### **Creating a List of Abbreviations**

Mark the abbreviation in text → References tab → Index group → Press the button “Mark Entry” → Choose “Cross-Reference” bullet point → Insert the full terminology of the abbreviation → Confirm it using “Mark” button → Update the list of abbreviations using the right mouse button and then choosing (“Update field”)

### **Creating a List of Figures**

References → Captions → “Insert Caption” → Label → Choose “Figure” → Confirm by clicking “OK”

### **Creating a List of Tables**

References → Captions → “Insert Caption” → Choose “Table” → Click “Ok” to confirm → Insert a colon and TAB before the actual heading

### **Recommendations**

- Self-Study Course @University Library “What about... Citing and Plagiarism?”
- Self-Study Course @University Library “What about... Information Search?”
- Schreibwerkstatt wissenschaftliches Arbeiten



### **Statement of Authorship**

I hereby declare that I am the sole author of this paper “Formal Specifications and Guidelines for Assignments and Scientific Papers, Bachelor and Master Theses and other Assignments for the Group Marketing, Management/Organization, and Innovation Management” and I have not used any resources other than those listed in the bibliography and identified as references. I further declare that I have not submitted this paper, in this form or similar form, at any other institution, in order to obtain a degree, and it has not been published yet. I also declare that I have taken a notice of the guidelines and specifications for producing academic papers and I consent to checking this paper for plagiarism via the respective needed means.

Ilmenau, 12.06.2023

NAME

SIGNATURE

**Non-Disclosure Notice (optional, only for practical work)**

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