

**FORMAL GUIDELINES
FOR
MASTER THESES,
SEMINAR THESES,
AND CASE STUDIES**

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1 Formal requirements

1.1 Front page

1.1.1 Master and seminar theses

The front page has to contain the following information:

1. "Master Thesis" resp. "Seminar Thesis"
2. Title of the thesis
3. Name of the author
4. Student ID
5. Prof. Dr. Dirk Morschett
Chair for International Management
6. City, date of submission
7. If the thesis is confidential, please include the note "Confidential"

Figure 1: Example of the front page for master and seminar theses



1.1.2 Case study

The front page has to contain the following information:

- “Case Study”
- Title of the case study
- Names of the authors
- Student IDs of the authors
- Prof. Dr. Dirk Morschett
Chair for International Management
- Course name
- City, date of submission

Figure 2: Example of the front page for case studies

The figure shows a template for a case study front page. It includes the UNI FR logo and university name in the top left corner. The title 'Case Study' is centered, followed by the case title 'Configuration - The Case of Mattel' in bold. Below the title, it says 'by Group 8'. There are five student names and their IDs listed in two rows. The first row has three students (1, 2, 4) and the second row has two students (4, 5). At the bottom, it lists the professor's name, chair, and course name, followed by the city and date of submission.

**UNI
FR**
■
UNIVERSITÉ DE FRIBOURG
UNIVERSITÄT FREIBURG

Case Study

***Configuration -
The Case of Mattel***

by Group 8

Name Student 1 Name Student 2 Name Student 4
Student No.: 12-111-111 Student No.: 12-111-111 Student No.: 12-111-111

Name Student 4 Name Student 5
Student No.: 12-111-111 Student No.: 12-111-111

Prof. Dr. Dirk Morschett
Chair for International Management
Fundamentals of International Management

Fribourg, December 5, 2018

1.2 Structure

The thesis/case study has to be structured in numbered sections (e.g. 1., 1.1.-1.9., 2. etc.). Subsections have to comprise at least two points (e.g. 3.1.1. and 3.1.2.).

The thesis has to be structured as follows:

1. Front page
2. Table of contents
3. List of abbreviations
4. Text body
5. Bibliography
6. List of interview partners
7. Appendix (only for master and seminar theses)
8. Declaration on honor (only for master and seminar theses)

The table of contents contains page numbers for each element listed. The lists only have to be included if they contain at least one element.

1.3 Length of the theses and case studies

Table 1: Length of the theses and case studies

Master Thesis	A master thesis must be between 65 and 75 text pages (including tables and figures, excluding bibliography and appendix).
Seminar Thesis	A seminar thesis must not exceed 20 pages (including tables and figures, excluding bibliography and appendix).
Case Study	Case studies should comprise about 10 text pages (including tables and figures, excluding bibliography).

A thesis or case study that does not fulfill the requirements may be rejected or sanctioned with a lower grade.

1.4 Numbering

The pages before the text body have to be numbered with Roman numbers. The text body and the parts thereafter are numbered with Arabic page numbers. The first page of the text body (i.e. Chapter 1) starts with page 1. A template word document which is already formatted to our requirements can be found here:

<http://www3.unifr.ch/intman/en/teaching/theses.html>.

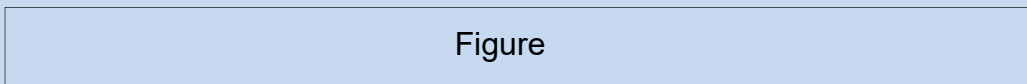
1.5 Tables and figures

All tables and figures included in the text body must directly contribute to the understanding of the text. All tables and figures used in the text must be referred to in the text (e.g. “as figure 25 shows...”). If they only provide supplemental information, they are to be placed in the appendix.

All tables and figures have to be numbered and given a title. Tables and figures must have a source if they are not fully originating from the author’s own creativity. If they are fully originating from the author’s creativity, they do not need to be cited. If they summarize aspects that are originally given in the form of text or other data, they must be cited as “Own illustration from...”. If they are a modified version of a table or figure found somewhere, they must be cited as “Adapted from...”.

Example:

Figure 25: The Framework of the Transaction Cost Theory



Source: Meier 1987, p. 138.

1.6 Abbreviations

Common abbreviations such as e.g. do not need to be included in the list of abbreviations. Subject-specific abbreviations such as MNC (multinational corporation) must be introduced in the text and included in the list of abbreviations.

1.7 Text arrangement

The following rules apply:

- The text in the text body must be in Arial, 12 pt, line spacing 1.3.
- The text in footnotes must be in Arial, 10 pt, line spacing 1.0.
- The title of tables and figures must be in Arial, 12 pt, italic, bold. The sources for tables and figures must be in Arial, 11pt, italic.
- The page margins are
 - Left: 3 cm
 - Right: 2 cm
 - Top: 2.5 cm
 - Bottom: 2 cm

1.8 Interview Summary

When conducting (an) interview(s) for the thesis, students have to add in the appendix a summary of the content of each interview. This should be a several page summary indicating

the main points discussed in the interview. For master and seminar theses written in English, the interview summary has to be written in English even if the interview(s) was (were) conducted in another language.

1.9 Interview and survey questionnaires

If you conduct interviews with a standardized questionnaire or conduct a survey, an English version of the questionnaire or of the interview questions must be included in the appendix.

1.10 Appendix

Items like questionnaires, summaries of interviews, interview guidelines or large tables and illustrations which are not directly necessary for the comprehensibility of the text are placed in the appendix. For case studies, an appendix is generally not permitted.

2 Quotations and references

2.1 Preliminary note

Any information taken from the literature must be documented with quotations.

2.2 Quotations in the text

If citations to the literature are made in the text, the source information is indicated in brackets, immediately after the quotation, by the author's name, year of publication and page number. Always specify the page number (p. 33) or, if you cite two or more continuous pages, the range of page numbers (pp. 7-9). If you cite more than one source in the text, please separate them through semicolons.

Up to three authors of a literature work are mentioned in the text, separated with slashes. If more than three authors have to be listed, only the first is mentioned, followed by the abbreviation "et al."

2.2.1 Indirect quotations

The author's name can be mentioned in the text body or in brackets.

Example:

In their empirical research, Ghoshal/Nohria (1997, p. 356) demonstrated the efficiency of slack for the innovative potential of a company. But other authors have also investigated the relationship between slack and innovative potential and could not replicate the findings (Meier/Schultz 2002, p. 42; Collinson/Birkinshaw 2003, pp. 12-14).

2.2.2 Direct quotations

As with indirect quotations, the author's name can be mentioned in the text body or references can be mentioned in brackets. Direct quotations are indicated by placing the author's text in quotation marks.

Example:

"A workflow contains several activities that are connected and carried out following a set of rules" (Vogler 1996, p. 345).

2.2.3 Multiple publications of authors in one year

If authors (or a specific team of authors) published more than one reference in one year, this has to be indicated with a lower case letter (starting with "a") behind the year of publication.

Example:

Export refers to the provision of economic goods or services across national borders. (Zentes/Swoboda 2001a, p. 152). The culture has a specific relevance in international marketing (Zentes/Swoboda 2001b, p. 307).

Following international standards, the procedure for “a”, “b”, etc. is as follows: if several publications of the same author (or the same set of authors) in one year are cited, then the order is determined by the alphabetical order with regard to the first noun in the title of the article or book.

2.2.4 Secondary quotations

In very rare cases, it may happen that you do not find the original source of a text that you see cited by somebody else. If you read a statement in an article that is cited from another source, you should look for the primary source and cite that primary source directly. Only if you cannot find that primary source, you should cite such a statement by adding “as cited in” in the reference.

Example:

Recently, some managers have demanded that the government should reduce the barriers for work force immigration (Meier 2014, as cited in Ghoshal/Nohria 2015, p. 3).

In this case, in the bibliography, you should try to give additional information on the source “Meier 2014”, e.g.:

Meier, M. (2014): The government should support companies, Interview with Michael Meier, Head of Marketing, Meier AG, as cited in: Ghoshal, S.; Nohria, N. (2015): International Business, 7th Edition, Upper Saddle River/NJ.

2.2.5 Statements from interviews

If statements from interview partners are quoted, the name of the interview partner as well as the date of the interview have to be indicated.

Example:

“Even if controlling becomes more important in multinational companies, the use of new controlling instruments is only diffusing slowly in Switzerland” (Oetzel, 21.02.2007).

If information from an interview is used but is not directly cited, quotation marks are not necessary.

2.3 References in the bibliography

Detailed information about the literature sources is given in the bibliography at the end of the thesis or case study.

- All sources cited in the thesis/case study must be included in the bibliography.
- Publications not cited in the thesis/case study should be excluded from the bibliography.
- All cited sources are listed alphabetically (by the author).
- If more than one literature work from an author is listed, they are ordered chronologically in the bibliography.
- If an author published an article or a source in a team, it is listed after the individual publications. First the works with one co-author are listed in chronological order, then the works with two co-authors etc. are listed. The various co-authors are listed in the same order in which they are listed on the source.
- All authors are listed with full last and first name, also for teams with more than three authors.

The categories below (e.g. books, chapters in edited books etc.) are only to explain how each type of source is cited. In the bibliography, all sources are listed alphabetically in a single list, without distinguishing amongst the various categories. References must be formatted as follows:

2.3.1 Books

The standard format for books is:

Author(s) (Year): Title of the Book, Edition, Publication Location.

Examples:

Griffin, Ricky; Pustay, Michael (2007): International Business – A Managerial Perspective, 5th Edition, Upper Saddle River/NJ.

Suder, Gabriele (2008): Doing Business in Europe, Los Angeles.

2.3.2 Chapters in edited books

The standard format for edited books is:

Author(s) (Year): Title of the Chapter, in: Name of Editor (Ed.): Title of the Edited Book, Publication Location, pp. XX-XX.

Examples:

Dunning, John (2003): The Moral Response to Capitalism: Can we Learn from the Victorians?, in: Birkinshaw, Julian (Ed.): The Future of the Multinational Company, Chichester, pp. 14-34.

Schramm-Klein, Hanna; Morschett, Dirk (2006): International Supplier Relationship Management – From Transactional to Relational Purchasing, in: Scholz, Christian; Zentes, Joachim (Eds.): Strategic Management, Stuttgart, pp. 247-270.

2.3.3 Articles in journals

The standard format for articles in journals is:

Author(s) (Year): Title of the Article, in: Name of the Journal, Vol. X, No. X, pp. XX-XX.

Examples:

Egelhoff, William G. (1991): Information-processing Theory and the Multinational Enterprise, in: Journal of International Business Studies, Vol. 22, No. 3, pp. 341-368.
Morschett, Dirk (2006): Firm-specific Influences on the Internalization of After-Sales Service Activities in Foreign Markets, in: Journal of Services Marketing, Vol. 20, No. 5, pp. 309-323.

2.3.4 Internet-pages and articles on the internet (or other online-services)

The standard format for internet pages and articles on the internet is:

Author or Company (Year): Title of article or internet page, Link, accessed on: Date of consultation.

Examples:

The New York Times (2018): Walmart unit asked to explain India Business Model after Flipkart buy, <https://www.nytimes.com/reuters/2018/09/07/business/07reuters-flipkart-m-a-walmart-nclat.html>, accessed on: September 13, 2018.
Daimler (2008): Mercedes Benz History, <http://www.mercedes-benz.com/com/d/home/heritage/history/index.html>, accessed on: August 17, 2008.

Due to the fact that online sources are often only available temporarily, all quoted **online sources have to be saved (as a PDF) and handed in on a USB stick or e-mailed to the supervisor**. They should be sorted and titled in accordance with the bibliography. Internet sources should be used with caution given the doubtful credibility and competence of many sources in the internet.

2.3.5 Working papers, studies, and internal company documents

The general rule is that you have to provide all necessary information to retrieve the source that you are citing. The format should be as closely to the standard format as possible. Thus, the standard format is:

Author (Year): Title of the Document, Type of Document, Publication Location.

If you intend to use internal company documents, please specify as detailed as possible the type of the document (e.g. Working Paper, IT Manual, Code of Conduct) including the year or the specific date. Moreover, if known, indicate the name of the author; otherwise, use the company as author.

Examples:

Lufthansa (2018): Lufthansa Group Annual Report 2017, Annual Report of Deutsche Lufthansa AG, Frankfurt a.M..

McKinsey & Co. (2004): Strategies for traditional retailers in the competition with hard discounters, Study, Frankfurt a.M..

Nestlé (2009): Coffee Consumption Around the World, Internal Document of Nestlé AG, Vevey.

Schröder, Henrik; Großweischede, Manfred (2000): Die Beziehung zwischen Industrie und Handel auf dem Prüfstand: Was leisten neue Kooperationskonzepte tatsächlich?, Documentation of the Economic Forum IX, Working Paper No. 7 of the Chair for Marketing and Retailing, University of Essen, Essen.

2.3.6 Specific advice

- If more than one place of publication has to be listed, the first place is indicated as well as the annotation “et al.”.
- If a magazine or a newspaper is listed more than once, an official abbreviation can be used. In this case, the abbreviation is indicated in the list of abbreviations.
- If the pages in different issues of a magazine are continuously numbered within a volume (year), the number of the issue does not have to be mentioned.
- The objective is to give the reader an unambiguous indication of the type and origin of the source. In very rare cases, there are no clear indications about the author, place of publication and/or year of appearance of a certain source. If this is the case, the following rules apply:
 - If no author can be found, the beginning of the reference has to be “unknown” (e.g. “Unknown 2006”).
 - If no place of publication can be found, the annotation n.p. (= no place) is used.
 - If no year of appearance can be found, the annotation n.d. (= no date) is used.

2.4 List of interview partners

The list of interview partners comprises full name, position and company of all interview partners as well as the place, the type of communication (personal interview, telephone interview, e-mail etc.) and the date of the interview.

Examples:

John Smith, Managing Director, Smith Corporation, New York, Personal Interview,
September 27, 2006.

Schneider, Paul, Vice-President, Coffee 123, Lausanne, Telephone Interview, August 22,
2008.

Zarc, Anna, Head of Business Development, Happy Food AG, e-mail, July 5, 2008.

3 Additional requirements for submission of master and seminar theses

3.1 Submission requirements

For master and seminar theses:

- An electronic (MS Word and PDF) version of your thesis, including all electronic sources and raw data from SPSS, Excel etc. must be submitted. You can submit the electronic version as a USB stick alongside your hard copies. If possible, you can also email the documents to your supervisor.
- The hard copy can be printed in black and white, except for pages containing figures or tables where the colors are important for the understanding. Each copy must include a signed declaration on honor as the last page of the bound submission (see Section 3.2 for more information on the declaration on honor).

Only for master theses:

- 3 bound copies of your thesis (1 if your thesis is confidential) have to be submitted to the Dean's office. Each copy must include a signed declaration on honor as the last page of the bound submission (see section 3.2 for more information on the declaration on honor).
- Pay the 120CHF faculty submission fee prior to submitting your thesis.
- Ensure that you follow the faculty's formal guidelines when it comes to the submission of your thesis (<http://www3.unifr.ch/ses/web2015/index.php?page=info-generales-2&slang=en> and <http://www3.unifr.ch/ses/web2015/index.php?page=master-4>)

3.2 Declaration on honor

The dean's office will only accept master theses if they include a signed declaration on honor. By signing the declaration on honor, students declare that they have indicated all sources used in their work. Students must include the signed declaration as the final page of their bound thesis. The form can be found under the following link:

http://commonweb.unifr.ch/EcoDean/Pub/site_ses/img_online/A_2014/déclaration_2_E.pdf