JOHANNES KEPLER
UNIVERSITY LINZ

GUIDELINE FOR ACADEMIC WRITING

Institute for Integrated Quality Design (IQD)

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List of abbreviations

CE	Circular Economy
IBRU	Institute for Environmental Management in Companies and Regions
IOT	Internet of Things
IQD	Institute for Integrated Quality Design
IQM	Integrated Quality Management
MECE	Mutually exclusive and collectively exhaustive
MFCA	Material Flow Cost Accounting
LCA	Life-Cycle Assessment
SOI	Sustainability-oriented innovation

1. Introduction and scope

With this guideline, we want to support you in learning how to write a good academic paper. The guideline addresses structure, layout, and referencing style and applies to the following types of works for both English and German language:

- Term papers
- Bachelor theses
- Master or Diploma theses.

The following sources have inspired this guide:

- **JKU university guideline**[1]: We used the JKU document template for defining the basic appearance of the paper/thesis to be written.
- **Harvard Business School citation guide**[2]: We follow the basic citation format of the Harvard Business School guideline for students writing research papers. It promotes using footnotes instead of in-text references.
- **American Psychological Association (APA)'s referencing style**[3]: We used this global referencing standard as a basis for the detailed rules regarding citation, quotations, and references lists.
- **Experience by the institute**: Based on the long experience of the institute's work with students, we adapted all references above, in order to facilitate your scientific work and the supervisors' review process.

Please consider that this guideline does not claim to be complete. In case of doubts, take care that you consistently realize your decision throughout the whole paper/thesis.

Before writing a paper, we recommend doing a literature research and Citavi course that are regularly offered by the university library (for Master's theses it is mandatory; see 6.1. Requirements).

2. Document structure for academic texts

2.1. Length of the work as represented by the main text

The length of your work is counted by the **length of the main text** only (i.e. excluding executive summary, table of content, lists of figures/tables, annexes etc.). Specifically the supervisor of your work usually defines the absolute length of the paper/thesis. As basic orientation, the type of work determines its scope:

[1] See section on Master's Thesis on the JKU website (JKU, 2018) [Online Source].
[2] HBS(2017).
[3] APA (2010).

Type of work	General page length (main text)
Term paper	10-15 pages
Bachelor thesis	30-40 pages
Master's/Diploma thesis	60-80 pages
Doctoral thesis	>160 pages (or collection of articles)

Table 1: General page length of student works
Source: Compiled by the author.

Especially for empirical works in the scope of a Master's/Diploma thesis, the supervisor can usually allow an extended page limit (e.g., to allow for extensive description of case studies).

2.2. Overall document structure

Research work is usually structured along the following chapters:

- Cover page
- Statutory declaration ("Affidavit") and the author's signature
- Acknowledgements *(if applicable)*
- Executive summary (1 page max, *only for theses*)
- Table of contents, including page numbers
- List of figures, including page numbers *(if applicable)*
- List of tables, including page numbers *(if applicable)*
- List of abbreviations *(if applicable)*
- Main Text, consisting of:
  - ☐ Introduction
  - ☐ Main text with logically structured sub-chapters
  - ☐ Summary and conclusion
- References
- Appendix *(if applicable)*

See 2.3.5. Main text structure for details

2.3. Structural elements

2.3.1. Cover page

2.3.1.1. Cover page for term papers

The following table shows the compulsory elements for the cover page of a term paper. We recommend using the institute's template so that your cover sheet looks like the example given in Figure 1 on page 4.

Element	Text or [placeholder]
Title	[Title of the term paper]
Seminar:	[Seminar name] [Course no.] [Semester]
Author(s)	Submitted by: [Student's name]
Student(s) id(s)	[Student no.]
Institute	Submitted at: Institute for Integrated Quality Design (IQD)
Supervisor	Supervisor: [Professor's/Postdoctoral Research Associate's name]
Assistant supervisor:	Co-Supervisor: [Name, if applicable]
Date	[Date of submission], (presented on [date of the presentation])

Table 2: Compulsory elements of the cover page for term papers
Source: Compiled by the author.

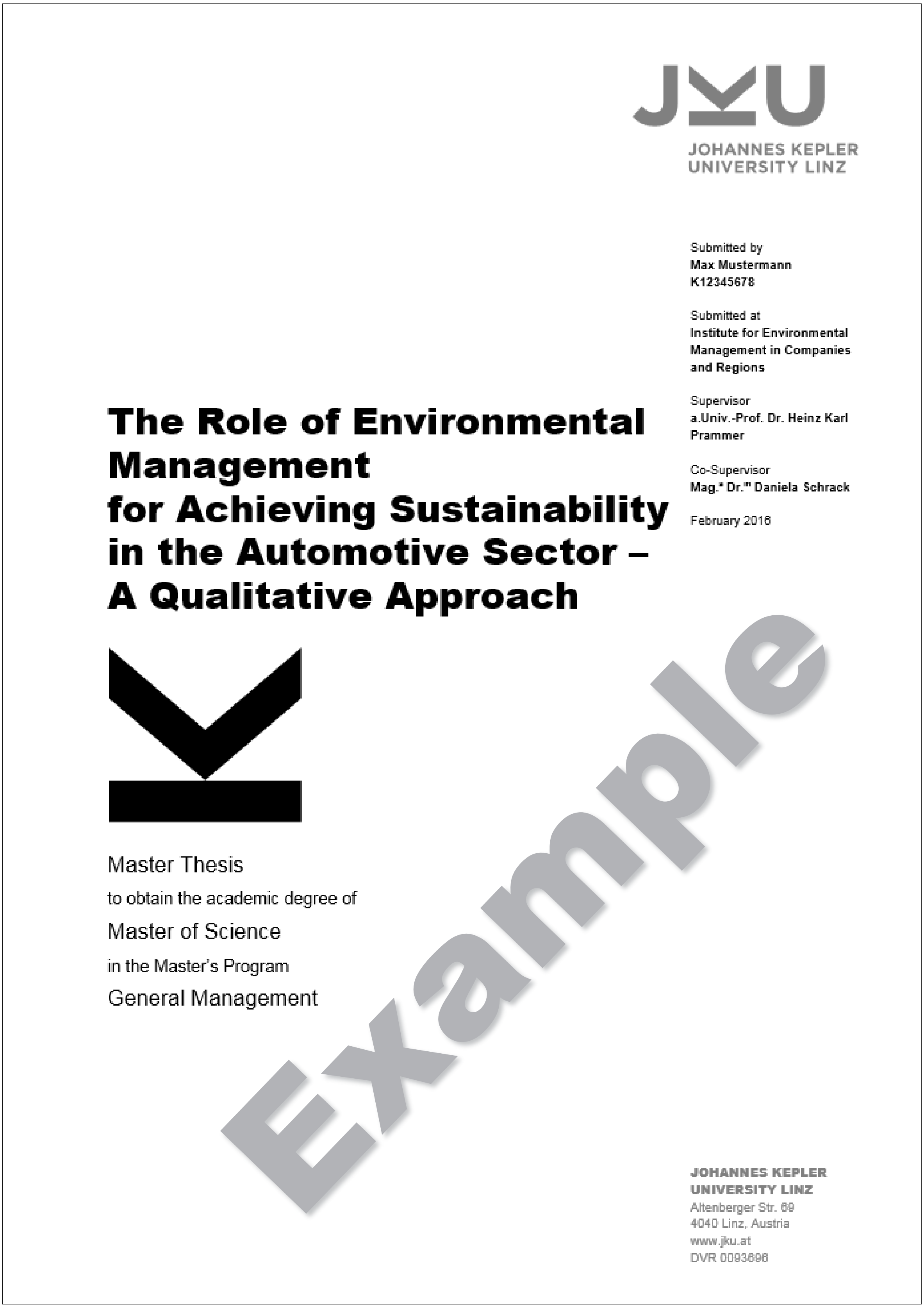
For your paper, you should only use the university logo as given in the document templates. Please **do not use the research institute's logo**, as logo use is restricted to works, which the institutes publish officially.

2.3.1.2. Cover page for theses

The following table shows the compulsory elements for the cover page of bachelor, master's, or diploma theses. We recommend using the institutes' templates so that your cover sheet looks like the example given in Figure 1on the next page.

Element	Text or [placeholder]
Title	[Title of the thesis]
Reference to type of research work	[Bachelor's/Master's/Diploma] Thesis *to confer the academic degree of* [Name of the **Academic Degree]** *in the Bachelor's/Master's/Diploma Program* [Name of the **Bachelor's/Master's/Diploma Program]**
Author(s)	Submitted by: [Student's name]
Student id	[Student no.]
Institute	Submitted at: Institute for Integrated Quality Design (IQD)
Supervisor	Supervisor: [Professor's/Postdoctoral Research Associate's name]
Assistant supervisor	Co-Supervisor: [Research Associate's Name mentoring your work operationally]
Date	[Date of submission]

Table 3: Compulsory elements of the cover page for final theses
Source: Compiled by the author.



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Submitted by
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Submitted at
Institute for Environmental Management in Companies and Regions

Supervisor
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Co-Supervisor
Mag.a Dr.in Daniela Schrack

February 2016

The Role of Environmental Management for Achieving Sustainability in the Automotive Sector – A Qualitative Approach

Master Thesis
to obtain the academic degree of
Master of Science
in the Master's Program
General Management

Example

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Figure 1: Sample cover sheet as demanded by the university guidelines
Source: JKU, IBRU.

2.3.2. Statutory declaration (Affidavit)

The following statutory declaration – going beyond the standard declaration expected by the university – needs to be included and signed in the (hardcopy version) of the work:

> *"I hereby declare under oath that the submitted [term paper/Bachelor/Master's/Diploma degree thesis][4] has been written solely by me without any third-party assistance (except for proofreading). Information or aids other than in the sources indicated in this work have not been used and those used have been fully documented. I realize that the mere presence of a reference does not avoid plagiarism. Sources for literal, paraphrased and cited quotes have been accurately credited. If I have used the exact words, phrases, clauses, or sentences of someone else, I have enclosed that information in quotation marks. If I have paraphrased the opinions of someone else, I have not enclosed the paraphrase in quotation marks, but I have stated those opinions in my own words and put a reference at the end of it. I agree that the university uses the digital version of this work for an electronic plagiarism check using suitable software, and that for technical reasons my work may be stored in a database.*
>
> *The submitted document here present is identical to the electronically submitted text document.*
>
> *City, date SIGNATURE"*

2.3.3. Acknowledgements

You can give thanks to persons who had a supporting role for the academic paper, for instance, if they provided significant ideas or support in framing the work; if they delivered important data (e.g. interviews), supported the empirical work by other means, or provided other crucial support (e.g. parents).

2.3.4. Table of contents, list of figures, list of tables, and list of abbreviations

The table of contents and lists of figures, tables and abbreviations should each start on a separate page. The table of contents shall clearly reflect the structure of the paper/thesis, which means, headings should be numbered consecutively. Please make sure that the various levels of headings are clearly differentiated in style (see example in Box 1). Page numbers should always be formatted aligned to the right side.

[4] Remark: please use the appropriate term for your academic paper

1. Introduction 2
2. Conceptual foundations of sustainability 4
2.1. Historical development of sustainability 4
2.2. Different conceptions of corporate sustainability 6
2.2.1. The disparate view 6
2.2.2. The intertwined view 8
2.2.3. The embedded view 10
3. Theoretical perspective 12

Box 1: Exemplary table of contents
Source: Compiled by the author.

Figures, tables and boxes all need to be indexed in separated lists (see example in Box 2).

Figure 1 Structure of this work 2
Figure 2 XYZ 3
Figure 3 10
Figure 4 12
Figure 5 54

Box 2: Exemplary list of figures
Source: Compiled by the author.

The list of abbreviations should include all technical abbreviations (ordered alphabetically), but excludes commonly used abbreviations such as “i.e.”, “e.g.”, “ff.” (see examples in Box 3 and Table 7).

CE	Circular Economy
IOT	Internet of Things
IQM	Integrated Quality Management
MFCA	Material Flow Cost Accounting
LCA	Life-Cycle Assessment
SOI	Sustainability-oriented Innovation

Box 3: Exemplary list of abbreviations
Source: Compiled by the author.

2.3.5. Main text structure

Please structure the text in logical consecutive chapters so that the processing of the central theme is ensured. Compulsory sections are the introduction as first chapter and the summary/conclusion as the last chapter. The numbering of the chapters should not exceed the fourth level (e.g. avoid: 2.1.2.3.4…). If a chapter contains subchapters, there have to be at least two subchapters.

Table 4 (modification or extension possible). Please consider that Table 4 only indicates what to address in the sense of completion, and does not have to be exactly reproduced. This particularly applies to the second level headings (e.g. future research) and below. The main text is typically structured by using the first level chapters indicated. In order to construct a meaningful structure, we recommend adhering to the MECE principle[5]. It requires that chapters are mutually exclusive and collectively exhaustive. It helps you to secure a comprehensive discussion of your research question and at the same time helps you focus and avoid redundant content[6].

Empirical work[7]	**Purely conceptual work**
1. Introduction 1.1. Phenomenon/problem and relevance 1.2. Research aim and question(s) 1.3. Structure of the work 2. Conceptual and theoretical foundations 2.1. Concept A 2.2. Concept B 2.3. Theoretical perspective 2.4. (Preliminary) Conceptual framework 3. Methodology 3.1. Research strategy 3.2. Sample selection 3.3. Data collection 3.4. Data analysis 4. Results/Analysis 5. Discussion 5.1. Summary 5.2. Main discussion points related to core results 5.3. Future research[1] 5.4. Practical implications 5.5. Limitations 6. Conclusion	1. Introduction 1.1. Phenomenon/problem and relevance 1.2. Research aim and question(s) 1.3. Structure of the work 2. Theoretical and conceptual foundations 3. "Main part" 3.1. X 3.2. Y 3.3. Z 4. Discussion 4.1. Summary 4.2. Main discussion points related to core results 4.3. Future research 4.4. Practical implications 4.5. Limitations 5. Conclusion

[1] *Future research can also be dealt with in an integrated way within the other discussion sections, particularly 5.2.*

Table 4: Classical structure of the main text in conceptual and empirical works

Source: Authors.

Please take care that you answer your research question and that you only describe topics relevant for your research question. Throughout the entire text **it is absolutely crucial that you cite properly**, which is described in more detail in the next chapter.

2.3.6. Reference list

The reference list contains all cited sources and is described in detail in section 4.3. In your table of contents, the reference chapter is **not** numbered, however the page numbers are continuing from the main part of your paper/thesis!

[5] Minto (2010).

[6] For more input on how to construct a good logical argumentation and its particularities in English language, please see Minto (2010).

[7] This includes systematic literature reviews (e.g. Tranfield, Denyer, & Smart (2003) – as they are considered to be empirical studies, with publications serving as data sample.

2.3.7. Appendix

Often scientific papers also include an appendix for additional information to which you can refer to in your text. Any information that is not necessary for your core arguments, but still relevant for your paper/ thesis should be outsourced to the appendix. It usually also includes detailed information about an empirical work and related data analysis which goes beyond the mandatory method chapter (e.g. include questionnaires, interview guidelines, transcriptions of interviews, relevant calculations or extracts from legal sources).

3. Layout, figures and tables, language

3.1. Basic page layout

It is compulsory to use the template we provide on the institute's homepage. Using it makes life easy for you as it is already formatted as specified below and uses the right style sheet for headings. For those of you who prefer using a program other than MS word, we expect you to adhere to the following basic layout specifications.

Basic page layout:

- Page borders: top 2.7cm, bottom 1.0cm, left 3.0cm, right 1.4cm
- Page header: remains empty
- Page footer: On the left include the document date, in the middle include your name, on the right side include the page numbers.
- Page numbers: Roman numbers (I, II, III) are used for the first part of the document including the lists of figures, tables, etc ; Arabic numbers (1, 2, 3) are used from the main text onwards.

Standard text format:

- Arial 11pt
- 1.5 line spacing

Headings format:

- Heading 1: Arial 13pt, bold, space before 24pt, below 12pt, single line spacing
- Heading 2: Arial 13pt, bold, space before 24pt, below 12pt, single line spacing
- Heading 3: Arial 11pt, bold, space before 12pt, below 12pt, single line spacing
- Heading 4: Arial 11pt, bold, space before 12pt, below 06pt, single line spacing

You can use *Italics* to emphasize important keywords, terms in foreign languages, structuring elements or propositions and hypotheses in the text. For example:

> This is actually *not* the case.
>
> As introduced earlier, the *embedded view* is based on systems thinking, whereas the *disparate view* is rather based on linear thinking.
>
> It is not the profit *orientation* of companies per se which limits their sustainability performance, but the narrow ideology of profit *maximization*.
>
> *Proposition 1: The adoption of the cradle to cradle quality standard leads to innovation in products and services.*

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3.2. Use, layout and quality of figures and tables

3.2.1. Purpose of figures and tables

Figures/tables are crucial for high quality research works. At the same time, you should use them reasonably and depending on the content by judging their support to your scientific argument or storyline. Each figure/table has to include a **title**, which describes the content concisely. Figures/tables are predominantly used in scientific texts to give an overview or to visualize complex information, which is difficult to understand by only using text. In the best case, visualizations can replace extensive textual explanations. Also, consider that a figure/table cannot stand-alone but needs to be embedded in the main text by related explanations. Particularly in the empirical section, you should use figures/tables to illustrate important aspects. It is important that you do not reproduce simplistic ("trivial") charts (e.g.; product photos or the photos of a production plant) – if you still consider them important, they should be part of the annex. Vice versa, figures/tables which are key to the main text must NOT be moved to the annex (e.g. with the motivation to economise space. Figures/tables do not count for the page limit anyways).

3.2.2. Format of figures and tables

Figures/tables shall be formatted in the following way (see examples in Table 5 and Figure 2):

- They have to be **numbered consecutively** and separately with the dedicated labels (table, figure, box).
- A **title** needs to specify the content precisely.
- The **source** of the figure/table has to be indicated in a separate line directly under the title, not in the footnote (for figures/tables footnotes are only used if you want to provide additional information).
- They **need to be cross-referenced at the appropriate position in the main text** – enabling the reader to link the text with the figure/table (e.g.: "An example for illustrating complex data is shown in Figure 2."). If the figure/table is not located on the same page of the cross reference, an additional page reference has to be included. For the previous or next page *no* page number is required (e.g.: "An example for illustrating complex data is shown in Figure 2 on the next page"), but for any other page the actual page number needs to be referenced (e.g.: "An example for illustrating complex data is shown in Figure 2 on p.10)."
- Make sure that figures/tables are **located on a single page** – that means prevent page breaks, which split them – as this contradicts the primary goal of efficient communication of complex issues. The rare exception are tables exceeding a single page in length (usually extensive data in the annex).

For **tables** the following additional rules apply (see also example in Table 5 on the next page):

- Tables (and boxes) should have the **same font type** as the main text.
- The **font size** in tables are usually 1-2pts lower than the standard font size in order to be able to include more columns/rows and to reduce the lines in each cell (the fewer line breaking the better the overview). Overall, this enables the reader to get a better overview of complex data, however, minimum should be 9pt for readability purposes (in rare cases, e.g. for a complex overview of raw empirical data, 8pt might also be appropriate).
- Consider that every table needs a header row column in **bold font** indicating the type of data included in the individual columns.

	Disparate view	Intertwined view	Embedded view
(1) Business	…	…	…
(2) Society	…	…	…
(3) Nature	…	…	…
(4) Relevant value domains	…	…	…
(5) Relational principle	…	…	…

Table 5: Exemplary table: Comparison of the disparate, intertwined, and embedded views
Source: Based on Marcus, Kurucz, & Colbert (2010), p.407.

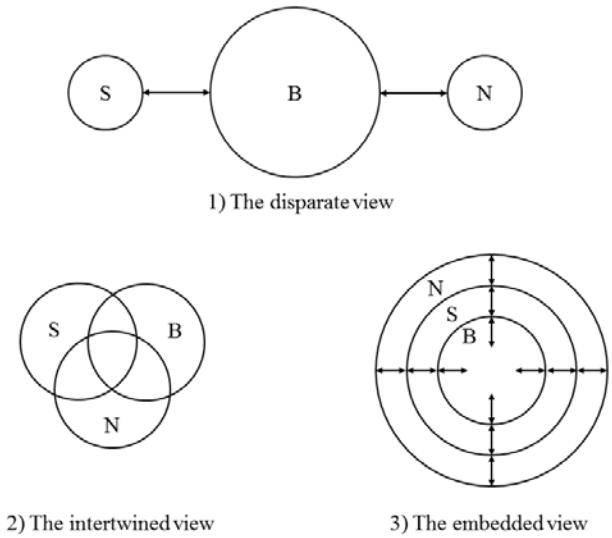

Figure 2: Exemplary figure: Alternatives to conceptualize sustainability
Source: Marcus, Kurucz & Colbert (2010), p.406.

While figures/tables are the usual way to visualize and structure information, for more simple text-related information it is also possible to use "boxes" (which are tables with a single cell), e.g. when using examples or introducing companies (see Box 4). This is usually the case when the detailed information in the box is not necessary to understand the core text, but still important when going into detail or for understanding the context. You have to *carefully weigh* if the information is really key to your work and should be included as box in the main text or is rather add-on information that goes into the annex (either as box or as simple text in a dedicated section of the annex).

ForesTrade, Inc. is a private, for-profit enterprise that exports, imports, and wholesales organic spices, essential oils, and fair trade coffee from producers located in remote buffer zones of biodiversity-rich national parks in Indonesia and Guatemala to food companies in North America and Europe. The company works directly with over 5700 producers in regions of high social and ecological vulnerability to promote community development, sustainable agriculture, and biodiversity conservation. Based in the US, ForesTrade has a subsidiary in The Netherlands and employs over 80 local employees at subsidiaries in Indonesia and Guatemala. In 2002 ForesTrade was the only US company to win a Sustainable Development Partnership Award at the World Summit on Sustainable Development in Johannesburg, and the company was recognized five years in a row as one of Vermont's '5×5×5' companies (five fastest growing companies in five categories over five years). In 2006 the founders handed over day-today operations to a new CEO, though they remained actively involved in the company's initiatives and governance.

Box 4: Exemplary box with company description and context

Source: Parrish (2010), p.516.

3.2.3. Graphic quality of figures and tables

It is important to provide **figures/tables with high graphical quality (and resolution)** to enable a quality and readable print of your work. This usually requires drawing the figures/tables in an own program. While **tables can usually be created in the word processor, for figures we recommend using an external vector graphics editor** (e.g. PowerPoint, CorelDraw, Microsoft Visio) and inserting the resulting figure into the word processor as printable vector graphics (e.g. using the function "Insert advanced … as extended meta file" in Word).[8] It is not acceptable to use low quality images via "copy and paste" from pdf or other documents, as this leads to fonts that are difficult to read and overall a bad appearance (see Figure 3).

The redrawing of charts from other sources bears the additional opportunity to adapt the chart's terminology or scope and integrate knowledge from other sources (e.g. integration of two similar or overlapping process models). This also demonstrates the analytical skills of the researcher.

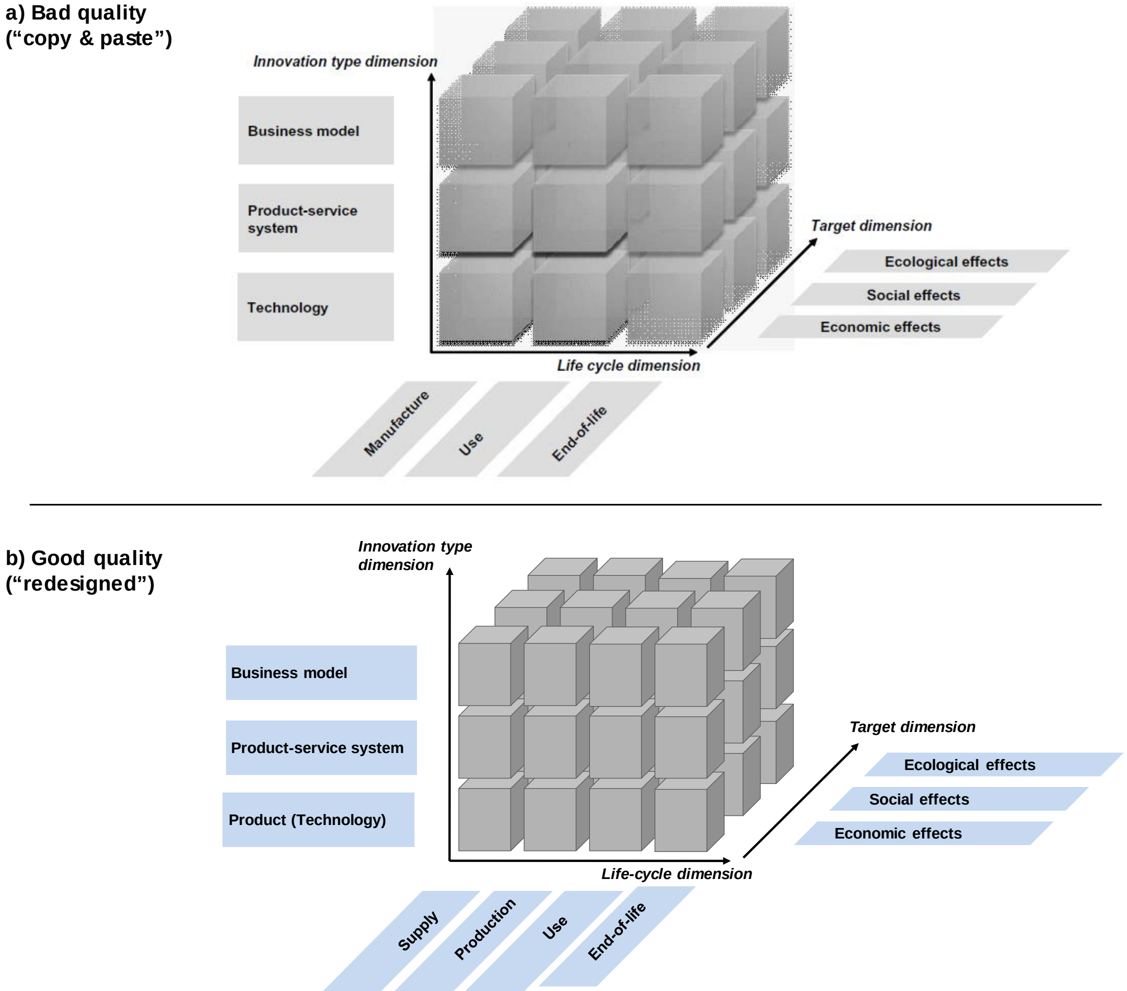

Figure 3: Example for good and bad image quality
Source: Based on Hansen et al. (2009), p.695.

[8] Creating figures directly in the word processor usually leads to layout or even stability problems.

3.3. Language

We recommend using American English as this is the language specified in the JKU templates and APA style. However, we acknowledge that language choice is also a point of familiarity and preference. Hence you can choose between American English (AE) and British English (BE),. For German-speaking courses (e.g. term papers), German is of course also allowed. Your choice has implications for spelling (e.g. organization vs. organisation) and for punctuation. However, whatever choice you make, you **must use the language consistently** across the whole work!

For assisting you in (foreign) language writing, we recommend diverse online services (see Table 6):

Service	Description
www.leo.org	Vocabulary/translation
www.dict.cc	Vocabulary/translation
www.linguee.de	Provides not only vocabulary, but also information on grammar, exemplary uses, and the contextualizing of vocabulary by its use in external sources.
http://corpus.byu.edu/coca/	Corpus of Contemporary American English: allows analyzing and checking the use of words and expressions in spoken language (database of published academic and other articles).
www.google.com	You can check the frequency of words, terms and expressions as a first indication for correct language use.

Table 6: Exemplary foreign language services
Source: Compiled by the author.

Note that weak language makes it difficult to understand the actual scientific and/or technical content. Therefore, for non-native speakers, it is crucial to have somebody proofread your writing. For Master's/Diploma theses, we advise you to ask a native speaker or even professional translator in case of known deficiencies. While writing in English as a foreign language needs extra efforts, you are also able to build up new skills for your future career so that you can consider it an investment.

3.4. Useful abbreviations

Below you can find some **useful standard abbreviations** for your work (as they are common knowledge, do not include them in the list of abbreviations):

Category	Term	Abbreviation: English	Abbreviation: German
Text	this is	i.e.	d.h.
	Example given	e.g.	z.B.
	And others	et al.	et al.
Citation	Page(s) sg./pl.	p./pp.	S.
	no date	n.d.	o. D.
	following page(s) sg./pl.	f./ff.	f./ff.
	compare	cf.	vgl.
Reference list	Editor(s) sg./pl.	ed./eds.	Hrsg.
	Edition	ed.	Aufl.
	Volume	vol	Band
	Issue/number	no.	Nr.

Table 7: List of common abbreviations
Source: Compiled by the author.

4. Referencing style

4.1. Why referencing is important

Proper referencing is a standard practice for scientists and also for students who are engaged in academic writing. Every idea and work of other persons and authors has to be marked by a citation. The importance of correct referencing cannot be underestimated:

- It is a way of **giving credit and acknowledging** the work of others. For students, it is crucial to differentiate between the work of other authors and own ideas.
- Citing **supports transparency** and helps the reader to find your research sources. Therefore, you have to provide sufficient detail about the sources used in order to allow the reader find the respective books or articles.
- Moreover, citing serves as an **evidence for your arguments and adds credibility** to your academic work by showing that you have considered and sought out a variety of sources and viewpoints on a given topic.
- Citing helps **avoiding plagiarism** and is therefore crucial for high quality of academic papers. Plagiarism includes using another person's work, ideas, opinions or words and presenting them as one's own work without giving the original author(s) credit in the correct form. Accordingly, any source authored by anyone else but the student him/herself needs to be cited in a proper way.

Please bear in mind the following rules:

- **No plagiarism – do not copy and paste. Instead, mark every other person's idea, work, opinion or words by proper citing either as direct or indirect quote!**
- **The referencing style should**
  1. **be used throughout your entire academic paper and**
  2. **include all necessary information to allow the reader to easily identify and find your sources (minimum standard: last name of the authors, publication year, page numbers).**

■ **We will check every paper/thesis with a plagiarism check software!**

This is why we expect you to follow the referencing style specified in this guideline. However, this guideline cannot be all comprising. In exceptional cases, you might have to decide on your own on how to present a certain information. In this case it is indispensable that you apply it **consistently**. Moreover, it should be possible to identify the sources easily.

A referencing style consists of two parts: I. citation and II. the reference list. Both are described in detail next.

4.2. Style of quotations and citations

4.2.1. Quotations

Proper citation practice must start with the actual information or source which the author aims at integrating into his or her line of reasoning:

> Knowledge never stands alone. It builds upon and plays against the knowledge of previous knowers and reporters, whom scholars call sources.[9]

A source is integrated into the scientific text via a direct or indirect quotation.

4.2.1.1. Direct quotation

If you copy an author's words directly from the text by using his exact (or very similar) words, it is a so-called **"direct quotation"**. The text of a direct quotation needs to be put in quotation marks. However, **direct quotations should be the exception in your work**. You should only use them for statements of particular significance (e.g. unique or illustrative expressions; definitions and terminology more broadly).

> According to Marcus and colleagues, "the bulk of management scholarship has given little attention to the societal and natural domains".[1]
>
> ________
>
> [1] Marcus, Kurucz, & Colbert (2010), p. 408.

Example of quoting special terms (note that the second mentioning of the term does not need quotes anymore):

> Marcus et al. differentiate three alternative conceptions of the business and society interface: the "disparate view", the "intertwined view", and the "embedded view".[1] The embedded view is a systems approach and goes much beyond the other two conceptions.
>
> ________
>
> [1] Marcus, Kurucz, & Colbert (2010).

The case of the first letter (e.g., changing from lower to upper case) and the punctuation at the mark at the end of the quote (e.g., a full stop instead of a comma) can be changed without further indication.

---

[9] Harvey (2008), p. 1.

Note that a limited modification of the text (e.g. filler words, word elimination, connector words, or changed grammar), is still a direct citation, and must be indicated properly!

> According to Marcus and colleagues, in the area of management, "the bulk of … scholarship has given little attention to the societal and … [ecological] domains".[1]
>
> ________
>
> [1] Marcus, Kurucz, & Colbert (2010), p. 408.

Please consider the following **rules for direct quotations**:

(i) If you leave out one or more words of a direct quotation, you have to indicate that in your text by using three ellipsis points in square brackets […]. Other changes in the text are not allowed, or must be properly indicated. When you want to omit words at the end or the beginning of a quotation, you do not use ellipsis points in square brackets.

(ii) Additional comments or information should be enclosed in square brackets [*text in square brackets*; if applicable with the comment, author's note].

> According to Marcus and colleagues, "the bulk of management scholarship has given little attention to the societal and natural [i.e. sustainability] domains".[1]
>
> Marcus, Kurucz, and Colbert state that "although the three systems are shown to share common space, each system is also portrayed as covering a substantial area unique unto itself [and therefore] the intertwined view is […] logically questionable".[1]

(iii) If you assert unusual grammar or spelling you can highlight it with [sic!].

(iv) If you want to highlight text in a direct quote, add "[emphasis added]":

> According to Marcus and colleagues, "the bulk of *management* [emphasis added] scholarship has given little attention to the societal and natural domains".[1]

(v) If the original author uses quotation marks (") you should replace them with an apostrophe (') in your direct quotation

> As Miller suggested, "idea management is not only about 'idea generation', but also 'idea selection'".[1]

(vi) In the case of a direct **citation of *more than two* text lines** omit the quotation marks and format it as a freestanding block of text with *single* space, intended, and 1pt smaller font size compared to the main text. At the end of the blocked citation, cite the quoted source.

> We follow Hansen and Große-Dunker's (2013) definition of sustainability-oriented innovations:
>
> > The commercial introduction of a new (or improved) product (service), product-service system, or pure service which – based on a traceable (qualitative or quantitative) comparative analysis – leads to environmental and/or social benefits over the prior version's physical life-cycle ("from cradle to grave").[1]
>
> ________
>
> [1] Hansen & Große-Dunker (2013), p. 2407.

(vi) Citations embedded in the original material that you quote must be included and added to the reference list. Note that the in text quotation follows the style of the source paper:

Marcus et al. find a lack of research on the relationships between the various sustainability dimensions:

> Perhaps most strongly implied in the neoclassical economics paradigm (see Etzioni, 1988), there has been a strong tendency within the mainstream management literature to treat business, society, and nature as wholly distinct realms.[1]
>
> ________
>
> [1] Marcus, Kurucz, & Colbert (2010), p. 407f.

4.2.1.2. Indirect quotation

An **indirect quotation** means that you refer to some author's ideas, information, or models without using the source's exact words. You will normally use this citation style in your paper/thesis. In contrast to a direct quotation, for *indirect* quotations you omit quotation marks and present the information in your own words. In the footnote you have to indicate the indirect quotation by using "**see" (in German: "vgl."**)directly before giving the author's name.

> The embedded view considers businesses a subset of society, and society as a part of nature.[1]
>
> ________
>
> [1] See Marcus, Kurucz, & Colbert (2010), p. 419.Citation styles: footnotes vs. in-text citations

Generally, two alternative citation styles exist in scientific works: **directly in the text** (so called "Harvard Referencing Style") and **footnotes.** The **standard citation style for students is footnotes!** While the main international research in social sciences uses the in-text citation, we follow other academic institutions, including the Harvard Business School, suggesting the use of footnotes for *student* research papers instead of the conventional Harvard Style.[10] Footnotes incentivize a more thoroughly handling of citations and help the reviewer to evaluate the citation quality easily.

Citation style	Voice	Example
I. Footnotes	Passive	The embedded view is considered to be most fruitful, but also most challenging for management research.[1] ________ [1] See Marcus, Kurucz, & Colbert (2010), p. 430.
	Active	According to Marcus et al., the embedded view is considered to be most fruitful, but also most challenging for management research.1 ________ [1] See Marcus, Kurucz, & Colbert (2010), p. 430.
II. In-text citations ("Harvard style")	Passive	The embedded view is considered to be most fruitful, but also most challenging for management research (Marcus, Kurucz, & Colbert, 2010, p. 430).
	Active	According to Marcus, Kurucz, and Colbert (2010, p. 430), the embedded view is considered to be most fruitful, but also most challenging for management research.

Table 8: Alternative referencing styles
Source: Author.

Footnotes are formatted as follows:

[10] See HBS (2017).

- Per definition, footnotes are listed at the end of each page (in contrast to endnotes, which are listed altogether at the end of the entire work). Please make sure that the footnote appears on the same page where it was indexed (sometimes the word processor gets confused here!).
- Footnotes have to be numbered consecutively throughout the entire paper/thesis.
- Text in footnotes shall be formatted in the same font as the main text, but smaller (9pt) and with single (line) spacing. Moreover, the paragraph spacing (i.e. between two footnotes) should be 3pt.

For research-oriented **Master's or Diploma theses** – and only for these – we offer, in consultation with the supervisor at the respective institute, the choice between footnote and in-text (Harvard) citation.[11]

4.2.2. Standard format for individual citations

Consider the following six rules for footnotes:

(i) For indirect citations use "**see" (in German: "vgl.")** before the actual citation.

(ii) **Last name of the author(s):** Up to three authors, every author must be mentioned. If there are more than three authors, you can shorten the citation by referring to the first author, followed by "et al.".

(iii) **Year of publication:** give the year of publication, "n.d." (i.e. no date) if not specified, "forthcoming" (for works not yet published and where the further publication status is not known) or "in press" (e.g. for articles already published online in a journal with print version still not available – so called "online first").

(iv) **Additional letters "a" ... "z"**: In case there are **more sources of the same author(s) (or author reference) in the same year**, you have to add a lower case letter to the publication year, starting with "a" in consistency with the reference list (e.g. "Smith et al. (2015a)").

(v) **Page number(s):** Page numbers are generally important to document that you are working precisely and enable the reader (and reviewer) to access the original content easily. For your paper/thesis we require you specify the page for every direct and indirect quotation. You can use "f" (one page follows) or "ff" (more than one page follows) or "n.p." if an ascertainment of a page is not possible for quick citation. In the international research community page references are often omitted when citing journal papers and other research papers (as these are rather focused with "only" 20-30 pages). However, only when citing the predominant idea of a whole paper you can omit the page numbers, e.g.

> Marcus, Kurucz, and Colbert conceptualize the relationship between business, society and nature along the dimensions: disparate view, intertwined view, and embedded view.
>
> ________
>
> [1] See Marcus, Kurucz, & Colbert (2010).

Please note that **every (!) footnote or citation in the text** must contain the information mentioned above (please do not use "ibid", even if you cite the same source multiple times in a row).

Examples for citations including name of author(s), publication year, and page number(s):

[11] The use of the global citation standard in social science – in-text citation – should allow graduates a smooth transition into doctoral research positions and related publication activities.

Miller (1991), p. 15.
See Lehmann (1991a), p. 23.
See Schrack & Prammer (2013), p. 152.
See Wicke, Spiegel, & Wicke-Thüs (2006), pp. 137ff.
Hansen et al. (2010), p. 85.
Hansen, Wicki, & Schaltegger (forthcoming).
See Priewasser et al. (2010), pp. 310f.
See Priewasser et al. (2010), pp. 201-203.
See Gege (2005), p. 34.
Wicke (1999), p. 314.
See Huber (1995), p. 31, (2000a), p. 110, (2000b), p. 270.
See Schrack (in press), p. 12.
Huber (n.d.), p. 23.

4.2.3. Citing sources from institutional authors

Often individual **author names are not revealed**, as an institution or organization has written the publication. In this case, please use the **institution/organization as author** both in the footnote as well as in the reference list. Given that the names of institutions are often lengthy, it is recommended to cite only the abbreviation which is directly added in the reference section (not in the abbreviation list!).

APA (2010), p. 20.
OECD (2014), p. 15.

References
American Psychological Association (APA). (2013). Publication manual of the American Psychological Association (6th ed.). Washington, DC: American Psychological Association.

4.2.4. Citing sources with no author

Sometimes, often the case with newspaper articles, sources may not indicate an author (neither as a natural person or an institution). In this case, use the first words of the title as "author" and use the full title in the reference list.

[1] "The green machine" (2010).

References
The green machine. A second wind for German industry? (2010, March 11). *The Economist*. Retrieved from http://www.economist.com/node/15641033 (2018, January 22).

4.2.5. Citing internet sources

For sources published on a plain internet site (e.g. basic information on a company's website; a blog post by an author) – this is *not* a book, chapter, or report published online – use the author's or organization's name (if available) and the publication year as in traditional publications. **Additionally add "[Online Source]" to the citation in order to clearly highlight this source type – this should help you to apply self-discipline to the use of plain websites as "sources" and will allow the supervisor to get a first impression of the types of sources (and their quantities) used in your scientific work.**

If the author is not specified, give the title **instead**.

On their webpage, the Ellen MacArthur Foundation presents an overview on the schools of thought – Cradle to Cradle, the Blue Economy and Biomimicry – that stipulate conceptualizations for a circular economy.[1]

[1] See EMF (2017) [Online Source].

References

Ellen MacArthur Foundation (EMF). (2017). Schools Of Thought. Retrieved from https://www.ellenmacarthurfoundation.org/circular-economy/schools-of-thought/cradle2cradle (2017, April 14).

Consider that many traditional publications can today also be downloaded from the internet, which however, does not makes them (pure) internet sources in the sense of this section!

4.2.6. Citing laws and administrative orders

Sometimes it could make sense to use acts/laws, administrative orders or administrative regulations for your thesis. If you use such sources, please make sure to cite the exact reference. Your citation should contain the (abbreviated) name of the particular act/order/regulation plus year, the paragraph and the section as well as the sentence/margin number.

AWG (2002), § 14(2) no.1.
Deponieverordnung (2008), §§ 13d, 14(1).

4.2.7. Citing secondary sources

In the rare case you might **not be able to find the original source and therefore use secondary sources.**[12] However, this must not be an excuse for investing time for search and retrieval. This means you have to mention both, the author(s) of the original source as well as the author(s) that referred to them ("**as cited in**"). Name the original work in the text or your footnote and give a citation for the secondary source. In the reference list you just need to give the secondary source. Please note that this so-called **"secondary quotation" should be the exception and is only accepted, if you really cannot access the original source.** The basis of good scientific work is significant investment into search and retrieval of knowledge from the extant body of literature.

Bidlingmaier (1968), p. 131, as cited in Lechner, Egger & Schauer (2006), p. 85.

4.2.8. Material not allow to cite

ATTENTION: You must not cite internet sources like Wikipedia, presentation slides (even if they are provided by authors from universities), or lecture slides in your academic paper/thesis! Furthermore, you should be extremely carefully with other information from plain websites, blogs, and alike! That does not mean that they cannot inform your research and literature work, but once you identified interesting aspects through those secondary sources, you are obliged to identify, study, and cite primary sources.

[12] See APA (2010), p. 178.

4.2.9. Citing multiple sources simultaneously

If a statement or other content was sourced (or integrated) from multiple sources, these can all be referenced in a single citation. But pay attention to the slight differences in meaning:

Case	Strategy	Example
Multiple sources with similar backing	As all sources back the argument in similar ways, list authors alphabetically	**P**rammer (2009), p. 66; **S**chaltegger & Sturm (1995), p. 5.
Multiple sources with different levels of backing	Use two groups of citations – each alphabetically ordered – with a differentiation term ("see also" or "siehe auch") separating the stronger quotes from the weaker (or more indirect) ones.	Marcus, Kurucz, & Colbert (2010); **see also** Prammer (2009) p.66; Fichter et al. (2005) p.30; Schaltegger & Sturm (1995) p.5.
Multiple sources by the same author/reference	Use author reference only once and arrange the works by date, oldest work first.	Huber (**1995**), p. 32, (**2000**), p. 110, (**2004)**; Prammer (2009).
Multiple sources by the same author/reference *and* same year	Use additional alphabetical indices	Schaltegger et al. (2013**a**), p. 4, (2013**b**), p. 265.

Table 9: Rules and examples for multi-citations
Source: Compiled by the author.

4.2.10. Specifying the degree of originality of a figure or table

Depending on alterations of the original figure/table, there are **different possibilities (i.e. prefixes) of citing** the sources:

Case	Examples (English)	Examples (German)
If you use another author's figure/table without changing it:	■ Source: Schaltegger & Sturm (1995), p. 39.	Quelle: Schaltegger & Sturm (1995), S. 39.
If you use another author's figure/table analogously and you change it graphically or content-wise (e.g. alter/add/leave out several elements):	■ Source: Adapted from Jasch (2009), p. 101. ■ Source: Based on Bierer et al. (2013), p. 20. ■ Translated from Götze et al. (2012b), p. 13.	Quelle: Basierend auf Jasch (2009), S. 101.
If you compile information of multiple sources:	■ Source: Compiled from Hansen, Große-Dunker, & Reichwald (2009), Klewitz & Hansen (2014), and Wicki & Hansen (2017). ■ Source: Compiled from Hansen, Große-Dunker, & Reichwald (2009) and author's calculations.	
If the format is created by the author, but it is based on data from multiple sources:	■ Source: Author, based on data from [SOURCE 1], [SOURCE 2], and [SOURCE 3].	
If you create your own figure/table without any relations to other author's figures/tables:	■ Source: Author. ■ Source: Author. ■ Source: Author's own research.	Quelle: Eigene Darstellung

Table 10: Prefixes for indicating the degree of originality
Source: Compiled by the author.

4.3. Style of the reference list

Every reference cited in the research paper/thesis needs to be **listed in your reference list** (also called bibliography). **References, which you have read but did not cite, are *not* part of your reference list**. This means that your reference list just covers a fraction of what you have actually read in order to explore the research field.

You should sort your reference list in the following way:

1. Alphabetical order of the first author's surname.
2. One-author entries precede multiple-author entries beginning with the same surname (even if the multiple-authors published their work earlier).
3. If two or more references with the same surname exist, order them by the second (or third) author's surname.
4. References with the same authors in the same order are arranged by date (oldest work first).

4.3.1. Basic information independent of reference type

There is some ***general information*** that should be included regardless of the type of reference:

(i) **Author(s)** – (last name, initials of first/middle names) – Consider that in the reference list authors are fully listed up to seven authors (and not abbreviated using "et. al."). Author prefixes such as "van", "van der ", "von", "de" are used as is and kept together with the main name (e.g. "von Weizsäcker").

(ii) **Publication year:** the year or date is put in parentheses and sometimes includes indices a..z for resolving problems of unique identification in the case of entries with equal or similar authorships in the same year.

(iii) **Title** of publication.

(iv) **Digital Object Identifier (DOI)**: Many sources, particularly journal articles, are now indexed with the global standard DOI. The DOI can not only be used to automatically import the reference into a references management software (e.g. Citavi), but also to directly access the source via the internet browser. Therefore, the DOI should be added using an URL format, as given in the examples below. Consider that no access date is specified, as DOIs are persistent links.

(v) **Internet addresses (URL):** For some reference types **internet addresses** need to be given. Please make sure that the links can be clicked in the electronically submitted version (PDF) of your work. Retrieval dates have to be included for internet sources other than DOIs – as the source material may change over time. Make sure that all links (including DOI) are clickable in the electronic version of your work, in order to facilitate the work of your supervisors.

(vi) **Nonroutine information (Specifier):** Additional information important to identify the type of the source, this can be added using brackets immediately after the title (e.g. "[Letter to the editor]", ["Special section], "[Supplemental material]").[13]

[13] See APA (2010) p. 186.

4.3.1.1. Multiple sources of the same author and same year

The reference list often includes multiple sources from the same first author (or same authorship – i.e. group of authors) in the same year. This leads to problems of unique identification when citing theses sources. For instance, imagine two different sources both cited as Schaltegger et al. (2016) and Schaltegger et al. (2016)! When the affected publications all have more than two authors this can even be the case if the exact authorship differs as the use of "et al." focuses on the first author only! All such cases are resolved using additional alphabetical indices appended to the date, both in the citations and reference list.

> Recently, the approach of transdisciplinary has become popular in academia.[1] Schaltegger and colleagues present a two-dimensional framework with the dimension of "academia-practice collaboration" and "interdisciplinarity" for mapping the diverse types of transdisciplinarity.[2]
>
> ---
>
> [1] Schaltegger, Beckmann, & Hansen (2013a).
>
> [2] Schaltegger, Beckmann, & Hansen (2013b).
>
> **References list**
>
> Schaltegger, S., Beckmann, M., & Hansen, E. G. (2013a). Editorial. Corporate Sustainability Meets Transdisciplinarity. *Business Strategy and the Environment*, 22(4), 217–218. https://doi.org/10.1002/bse.1770.
>
> Schaltegger, S., Beckmann, M., & Hansen, E. G. (2013b). Transdisciplinarity in Corporate Sustainability: Mapping the Field. *Business Strategy and the Environment*, 22(4), 219–229. https://doi.org/10.1002/bse.1772.

4.3.1.2. More than seven authors

In the reference list usually all authors are listed. However, if a source has an authorship consisting of *more than seven* authors (which is often the case in natural sciences), following the APA standard, the reference list shall indicate only the *first six* authors and then the *last* author connected with dots ("…"):

> Terracciano, A., Abdel-Khalek, A. M., Adam, N., Adamovova, L., Ahn, C., Ahn, H., **…** McCrae, R. R. (2005). National character does not reflect mean personality trait levels in 49 cultures. *Science*, 310, 96–100. https://doi.org/doi:10.1126/science.1117199.

Listing the last author pays contribution to the fact that this person – despite its position at the very end – has often a unique role in the team (e.g. principal investigator).

4.3.1.3. Foreign language source titles

In selected cases you may want to translate foreign language titles into English in order to enable the English-speaking readership to understand the reference. This can be done by adding the translated title in square brackets[14]:

> Hansen, E. G. & Schmitt, J. (2016). Circular Economy: Potenziale für Produkt- und Geschäftsmodellinnovation heben [Circular Economy: Leveraging the Potential of Product and Business Model Innovations]. In: *UC Journal*, No. 2 - October, 8–10. Retrieved from http://www.umwelttechnik-cluster.at/fileadmin/user_upload/Cluster/UC/Downloadunterlagen/UC_Journal_2_2016_download_web.pdf (2017, January 31).
>
> Huber, J. (1995). Nachhaltige Entwicklung durch Suffizienz, Effizienz und Konsistenz [Sustainable Development through Sufficiency, Efficiency and Consistency]. In P. Fritz, J. Huber, & H.-W. Levi (Eds.),

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[14] See APA (2010) p. 199.

Nachhaltigkeit in naturwissenschaftlicher und sozialwissenschaftlicher Perspektive [Sustainability from natural and social science perspectives] (pp. 31–46). Stuttgart, Germany: Hirzel.

4.3.2. Style of individual reference types

Depending on the type of reference, you should have to give ***additional information*** as specified in the special section for each reference type. We list the most frequent reference types here, but consider that we cannot cover all cases. For a complete list refer to the APA publication manual or to the online blog and 'Frequently Asked Question' section.[15] The basic structure for references is:

Author, A., Author, B., & Author, C. (Year). Title.

This key information is followed by specifications relative to the publication outlet, as will be explained in the individual sections following next.

4.3.2.1. Journal articles and professional magazines

Today, *academic* journals are the main source of research-oriented academic work, as they are considered as high-quality outlets (particularly, they are subject to peer review), they focus narrowly on selected subjects (which is, unfortunately, traded-off against a more holistic scope), and within this domain often better represent the status-quo of the ongoing research discussion. If the reference is a journal article, you should mention additionally to the basic structure:

Authors (Year). Title. In *Journal title*, volume(issue), pages. DOI.

The full title of the journal – as with any other medium containing multiple contributions (indicated with the proposition "In") – are italicized. Volume and issue number are given in the format "volume(issue)". Note that many journals do only use volume numbers without issue numbers, such as in Klewitz & Hansen (2014) below. Digital object identifiers are mandatory and are added using the most recent URL format suggested by APA (consider that for older articles the DOI may not yet exist).

Consider that journals, as one of the most cited publication category, with the highest form of standardization, and high accessibility, the references follow a *simplified* format:

- The page range must not use the prefix ("p.").
- The DOI internet link is provided without any prefixes (e.g. "retrieved from") or suffices ("accessed").

Karakosta, C., Pappas, C., Marinakis, V., & Psarras, J. (2013). Renewable energy and nuclear power towards sustainable development: Characteristics and prospects. In *Renewable and Sustainable Energy Reviews*, 22, 187-197. https://doi.org/10.1016/j.rser.2013.01.035.

Holmes, S. & Smart, P. (2009). Exploring open innovation practice in firm-nonprofit engagements: a corporate social responsibility perspective. In *R&D Management*, 39(4), 394–409. https://doi.org/10.1111/j.1467-9310.2009.00569.x.

Klewitz, J. & Hansen, E. G. (2014). Sustainability-oriented innovation of SMEs: a systematic review. In *Journal of Cleaner Production*, 65, 57–75. https://doi.org/10.1016/j.jclepro.2013.07.017.

Articles not yet published in their final form are indicated with "forthcoming" or, if you now that they are just now in production, "in press". Issuing details (e.g. volume and issue numbers) are only

[15] See APA (2010) pp. 198-224. Online fora and help: http://www.apastyle.org/ and http://blog.apastyle.org.

specified once the article is finally published. However, the DOI enables the retrieval even before publication:

Hansen, E. G. & Schaltegger, S. (in press). Sustainability Balanced Scorecards and their Architectures: Irrelevant or Misunderstood? In *Journal of Business Ethics*. https://doi.org/10.1007/s10551-017-3531-5.

The same format is used for non-scientific (i.e. not peer-reviewed) practice-oriented "professional" magazines, which usually use a simpler set of identifiers (e.g. volume and DOI are often missing):

Bielak, D., Bonini, S. M. J., & Oppenheim, J. M. (2007). CEOs on strategy and social issues. *The McKinsey Quarterly*, October 2007, 1–8.

Tietze, F. & Hansen, E. G. (2013). To own or to use: How product service systems impact firms' innovation behavior. *The European Financial Review*, August-September, 53–56.

4.3.2.2. Books published by professional publishers

The basic reference style for a **book** is as follows:

Authors (Year). *Title* (xth ed.). Location: Publisher. DOI.

(i) **Edition:** The edition and related information (e.g. "4th printing"; "rev. ed.") – if necessary. Note that the first edition (i.e. "1st ed.") is *not* specified.
(ii) **Location:** Up to three places every place should be named. If there are more than three places you can shorten the citation by referring to the first place, followed by "et al." Note that U.S. places are usually a composite of city name and state abbreviation with two letters (e.g. "San Francisco, CA")**,** except for the most renowned cities (e.g. New York)
(iii) **Publisher:** For two or more publishers, only the first and most important one is mentioned.

Seghezzi, H. D., Fahrni, F., & Herrmann, F. (2013). *Integriertes Qualitätsmanagement: Der St. Galler Ansatz [Integrated Quality Management: The St. Gallen Approach]* (4th ed.). München: Hanser.

von Weizsäcker, E. U., Hargroves, K., Smith, M., Desha, C., & Stasinopoulos, P. (2009). *Factor Five: Transforming the Global Economy through 80% Increase in Resource Productivity*. London: Earthscan.

Yin, R. K. (2014). *Case study research: Design and methods* (5th ed.). Los Angeles, CA: Sage.

Zeman, F. (2012a): *Metropolitan sustainability. Understanding and improving the urban environment*. Oxford: Woodhead Publishing.

E-books used on an e-reader should indicate the format in square brackets and include the internet link or DOI link:

McDonough, W. & Braungart, M. (2002). Cradle to cradle: Remaking the way we make things [Kindle Edition]. New York: North Point Press. Retrieved from https://kindle.amazon.com/work/cradle-remaking-way-make-things-ebook/B000AFTAPQ/B0012KS568 (2017, April 11).

Note that edited books are only cited by indicating the specific chapter (not the book in general), as explained next.

4.3.2.3. Book chapters in edited books

For a book chapter, the basic reference looks as follows:

Authors (Year). Chapter title. In A. Editor & B. Editor (Eds.), *Book title* (xth ed., pp. xx-xx). Location: Publisher. DOI.

Authors (Year). Chapter title. In A. Editor & B. Editor (Eds.), *Series title: Vol. x. Book title* (xth ed., pp. xx-xx). Location: Publisher. DOI.

Comparably to journal articles, add the DOI link if available.

Barbier, E. B. (2014). Ecosystems as assets. In Atkinson, S. Dietz, E. Neumayer & M. Agarwala (Eds.), *Handbook of Sustainable Development* (2nd ed., pp. 72-89). Cheltenham: Edward Elgar Publishing Limited. https://doi.org/10.4337/9781782544708.00013.

Hansen, E. G., & Große-Dunker, F. (2013). Sustainability-oriented innovation. In S. O. Idowu, N. Capaldi, L. Zu, & A. Das Gupta (Eds.), *Encyclopedia of Corporate Social Responsibility* (pp. 2407–2417). Heidelberg, Germany, New York: Springer. https://doi.org/10.1007/978-3-642-28036-8_552.

Stafford, E. R., & Hartman, C. L. (2001). Greenpeace's 'Greenfreeze Campaign'. In K. Green, P. Groenewegen, & P. S. Hofman (Eds.), *Eco-Efficiency in Industry and Science: Vol. 6. Ahead of the Curve* (pp. 107–131). Dordrecht: Springer Netherlands.

4.3.2.4. Dissertations and theses

Dissertations – i.e. Doctoral or PhD dissertations – are very valuable sources for scientific work, as they stem from an individual researcher who has invested a considerable amount of time (often several years) working on a specific topic. They may be accessible online as universities usually provide electronic versions in a publicly accessible repository. Note that additionally to the formal dissertation document, these works are sometimes also published by a professional publisher as a book with an ISBN number (from time to time it might have a modified title). In this case, you should reference the published book. You should only cite *Master's* theses, if a university or library published them electronically, as this involves a minimum quality filter and allows for accessibility.

Dissertations follow the same citation principle as other monographs (i.e. books), only with an additional specifier, such as "[PhD Thesis]".

Authors (Year). *Title* [Specifier]. Name of the institution, Location. Retrieved from http://www.xxxxxxxx (Date of access).

Maxwell, D. (2004). *Developing sustainable products and services in industry* [PhD Thesis]. Imperial College London, London.

Thompson, A. W. (2010). *Towards sustainability-driven innovation through product-service systems* [Licentiate Dissertation]. Blekinge Institute of Technology, School of Engineering, Blekinge, Sweden. Retrieved from https://www.diva-portal.org/smash/get/diva2:835381/FULLTEXT01.pdf (2017, March 3).

4.3.2.5. Conference proceedings

For conference papers published in a printed or electronic conference proceedings, the basic reference looks as follows:

Author(s) (Year). Title. In *Proceedings title* (pp. xx-xx). Retrieved from http://www.xxxxxxxx (Date of access).

Lindahl, M., Sundin, E., Rönnbäck, A. Ö., Ölundh, G., & Östlin, J. (2006). Integrated Product and Service Engineering – the IPSE project. In M. M. Andersen & A. Tukker (Eds.), *Perspectives on Radical Changes to Sustainable Consumption and Production (SCP). Proceedings of the Workshop of the Sustainable Consumption Research Exchange (SCORE!) Network* (pp. 315–324). Retrieved from http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.124.7387&rep=rep1&type=pdf (2017, March3).

Author(s) (Year). Title. A Editor & B. Editor (Eds.): Proceedings title (pp. xx-xx). Location: Publisher.

Schrack, D. & Prammer, H. (2013): Integration of external costs and environmental impacts in Material Flow Cost Accounting – A life cycle oriented approach. In E. Günther E.& A. Bergmann (on behalf of EMAN-EU Environmental and Sustainability Management Network) (Eds.), *Conference Proceedings (EMAN-EU 2013 Conference "Material Flow Cost Accounting")* (pp. 150-154). Dresden, Germany.

4.3.2.6. Unpublished papers

In special occasions, it might be the case that you may want to make reference to very recent research results from a **conference presentation** (without conference proceedings) or a not yet published paper (but use this rarely, as information is difficult to be verified):

Tietze, F. & Hansen, E. G. (2013). *To own or to use? How product-service systems facilitate eco-innovation behavior*. Paper presented at the Academy of Management (AOM) Annual Conference, 9-13 August 2013, Orlando, FL.

4.3.2.7. Working papers

Often researchers publish latest results as working papers or in the working paper series of the university before they publish it in journals or in conference proceedings. Working papers present preliminary research results and aim at stimulating the scientific discourse.[16]

For working papers, the basic reference looks as follows:

Authors (Year). *Title* (Working paper series title, No. x). Location: Publisher. Retrieved from http://www.xxxxxxxx (Date of access).

Kuhndt, M., Tuncer, B., Andersen, K. S., & Liedtke, C. (2004). *Responsible Corporate Governance: An Overview of Trends, Initiatives and State-of-the-art Elements* (Wuppertal Papers, No. 139). Wuppertal, Germany: Wuppertal Institute for Climate, Environment and Energy. Retrieved from http://www.wupperinst.org/uploads/tx_wibeitrag/WP139.pdf (2017, March 3).

Tietze, F. & Hansen, E. G. (2016). *To own or to use?: How product service systems facilitate eco-innovation behavior* (Centre for Technology Management working paper series, No. 4). Cambridge, UK: Centre for Technology Management. Retrieved from http://www.ifm.eng.cam.ac.uk/uploads/Working_paper/16_04_Tietze_Hansen.pdf (2017, March 3).

4.3.2.8. Gray literature

Grey literature are scientific reports by research organizations (e.g. research report), agencies (e.g. policy report) or companies (e.g. white paper). They represent valuable sources for research, which may be peer-reviewed, or not. They are often primarily published in the internet, but though electronic in format, they are still publications and therefore to be distinguished from plain websites (e.g. blog) as presented in the next section. Generally, the citation of gray literature follows books. Series and/or report numbers should be added in brackets.

Author(s) (Year). *Title* (Series title, No. x). Location: Publisher. Retrieved from http://www.xxxxxxxx (Date of access).

[16] See Kuhndt et al. 2004, Imprint at the beginning of the document (not numbered).

Brown, P. (2012). *Loan Guarantees for Clean Energy Technologies: Goals, Concerns, and Policy Options* (CRS Report for Congress, No. R42152). Washington DC: Congressional Research Service. Retrieved from http://www.fas.org/sgp/crs/misc/R42152.pdf (2012, August 9).

Quality Austria. (2016). *The Integrated Management System: The Position of Quality Austria*. Vienna: Quality Austria. Retrieved from http://www.qualityaustria.com/index.php?id=5365 (2016, April 6).

UNEP & TU Delft. (2006). *Design for Sustainability: A practical approach for developing economies*. Paris, France: United Nations Environmental Programme, TU Delft. Retrieved from http://www.unep.fr/shared/publications/pdf/DTIx0826xPA-D4SapproachEN.pdf (2013, December 7).

4.3.2.9. Internet sources (web pages)

Not all sources retrieved from the internet are internet sources in the narrow sense of academic reference management. As described earlier, many academic studies are only published in the internet and belong rather to the type of **grey literature**. However, **in rare cases** you want to make reference to "plain" internet documents such as blogs, online news, or websites of organizations. Please use such sources very carefully and sparingly in your literature review as an additional illustration of very recent phenomena, which have not yet been taken up by more scientific literature. Such sources can also be used in your introduction (or other special sections of your work) to motivate your work with links to current discourses in the internet (e.g. a company's website). In the empirical part of your work (if applicable) this is different: here, data collection covering texts or other data from the internet (e.g., company data) is actually desired and this part of your work can of course include as many internet sources as necessary (e.g. corporate reports, websites, media sites).

Given that you need to work carefully with plain web sites as sources, we request you to explicitly indicate the use of this type of reference in the citation of the work (see section 4.2.5. on citing internet sources).

For internet sources, the reference format is as follows:

Author(s) (Publication date). *Title.* [Type of internet source]. Retrieved from URL (Date of download).

Caterpillar (2017). *Company: Our Legacy*. [Corporate website]. Retrieved from http://www.caterpillar.com/en/company/history.html (2018, January 15).

Fischhoff, M. (2017, September 23). *Cash for Industrial Trash.* [Blog post]. London, Canada: Network for Business Sustainability. Retrieved from http://nbs.net/cash-for-industrial-trash/ (2018, January 15).

Lüdeke-Freund, F. (2014, March 20). *Why are business models important for sustainability innovations? Because they are "the flexible thing in the middle"!* [Blog post] Retrieved from https://blog.ssbmg.com/2014/03/20/why-are-business-models-important-for-sustainability-innovations-because-they-are-the-flexible-thing-in-the-middle/ (2018, January 22).

OECD (2014, October 6). *Poorer regions struggling to catch up in advanced economies, says OECD* [News report]. Paris: Organization for Economic Cooperation and Development. Retrieved from http://www.oecd.org/newsroom/poorer-regions-falling-behind-in-advanced-economies.htm (2017, December 14).

The example (n.d.). *A story that has no date.* [Corporate website]. Retrieved from http://www.theexample.com/a_story.hml (2018, January 3).

Types of internet sources include: Blog post, Corporate website, Interview, Map, News report, Press release, Tweet, YouTube Video, etc.

If the publication date is missing, use the date (or year) which is often given in the footer of the website (e.g. “Caterpillar © 2017”). If this is also unavailable, use “n.d.”.

4.3.2.10. Archival documents (e.g. corporate reports)

Particularly in the empirical part of your paper/thesis you might also work with archival documents. These are usually specific corporate or other organizations’ publications such as corporate reports or press releases. Often these documents are published as electronic reports (e.g. pdf file) and as such have to be dealt with similarly to gray (research) literature or internet sources.

Author(s) (Year). *Title* [Specifier]. Location: Publisher. Retrieved from http://www.xxxxxxxx (Date of access).

C&A. (2012). *C&A to change over to sustainable cotton by 2020* [Press Release]. Düsseldorf, Germany. Retrieved from http://www.c-and-a.com/uk/en/corporate/fileadmin/mediathek/uk-uk/Pressreleases/C-and-A_to_change_over_to_sustainable_cotton_by_2020.pdf (2016, February 12).

IARC. (2012). *Diesel Engine Exhaust Carcinogenic (Press Release N° 213)*. Lyon, France: International Agency for Research on Cancer. Retrieved from http://www.iarc.fr/en/media-centre/pr/2012/pdfs/pr213_E.pdf (2015, December 21).

voestalpine (2017). *Corporate Responsibility Report 2015/16*. Linz, Austria: voestalpine. Retrieved from http://reports.voestalpine.com/1516/cr-report/servicepages/downloads/files/entire_va_cr1516.pdf?cat=b (2017, April 14).

4.3.2.11. Newspaper articles

For newspaper articles, the general format looks as follows:

Authors (Publication date).Title. *Newspaper name*, pp. xx-xx.

Article Title (Publication date). *Newspaper name*. Retrieved from http://www.xxxxxxxx (Date of access).

When you have access, the newspaper article via the internet also specify the URL:

Narberhaus, M. & von Mitschke-Collane, J. (2017, July 14). Circular economy isn't a magical fix for our environmental woes. *The Guardian*. Retrieved from https://www.theguardian.com/sustainable-business/2017/jul/14/circular-economy-not-magical-fix-environmental-woes-global-corporations (2018, January 22).

Summers, L. (2014, January 5). Strategies for sustainable growth. *The Washington Post*, pp.14-16.

Note that in case of newspaper articles the pages are introduced with p. or pp. as page “numbers” could also be letters (e.g. “A”) or composites (e.g. A1) making it difficult to identify them as page references.

In case the author is *not* specified, give the title first instead

Article Title (Publication date). *Newspaper name*. Retrieved from http://www.xxxxxxxx (Date of access).

The green machine. (2010, March 11). *The Economist*, p.7.

Germany’s energy transformation. Energiewende (2012, July 28). *The Economist*. Retrieved from http://www.economist.com/node/21559667 (2017, April 14).

When a reference uses a title as author, cite it in the text using the first few words (in case of longer titles) in double quotation marks:

[1] "The green machine" (2010).

4.3.2.12. Legal sources

If the reference is a legal source, you should mention:

Title of the act (short title year - abbreviated title year) [organ of publication exact reference]; in the version applicable in year, [organ of publication exact reference].

The latter must be the most recent modification.

Bundesgesetz über eine nachhaltige Abfallwirtschaft (Abfallwirtschaftsgesetz 2002 – AWG 2002) [BGBl. I Nr. 102]; in the version applicable in 2008 [BGBl. I Nr. 54/2008].

4.3.2.13. Interview data

When you are doing empirical research, you also have to refer to your own collected data. However, you do not reference interview data in the reference section but in the annex. You must transform your interview transcriptions into pdfs with page numbers and attach them in electronic form to your thesis. Additionally, you should add a table with an overview of your entire interview data in your method section with a unique identifier. Your interview organizations' names can be real names (e.g. "Voestalpine") or an alias (e.g. "Steel Ltd."), depending on your confidentiality considerations/agreement. The following table (Table 11) suggests categories for referencing to your interview data. Individual citations in the text then need to refer at least to the interview code (i.e. the unique identifier) and page number (often also to the interviewee's function).

"*Circularity is an important innovation strategy for us to improve the life-time quality of our goods.* (Innovation Manager, Auto Ltd.)"[1]

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[1] T02, p. 13.

Code	Organization	Function of expert	Interview date	Length of interview	Protocol/ transcript file	Pages
T01	Tech Ltd.	Innovation Manager	05.02.2017	01:05	Interview_T01.pdf	32
T02	Tech Ltd.	Marketing Manager	10.02.2017	01:35	Interview_T02.pdf	56
R01	Recycling Plc.	Innovation Manager	03.03.2017	00:55	Interview_R01.pdf	27
…	…	…	…	…	…	…
∑ 3	**2**			**03:35**		**115**

Table 11: Suggestion for referencing interview data
Source: Compiled by the author.

4.4. Use of referencing software

4.4.1. Motivation and cost-benefit considerations

We highly recommend using a referencing software for academic writing. The existing professional software packages have various advantages and disadvantages to date. We recommend using Citavi as it is a leading and easy to use product on the European level. JKU offers a free Citavi license (the basic version for 100 references is free anyways).[17] Such a software provides diverse functions for the scientific process (Figure 4).

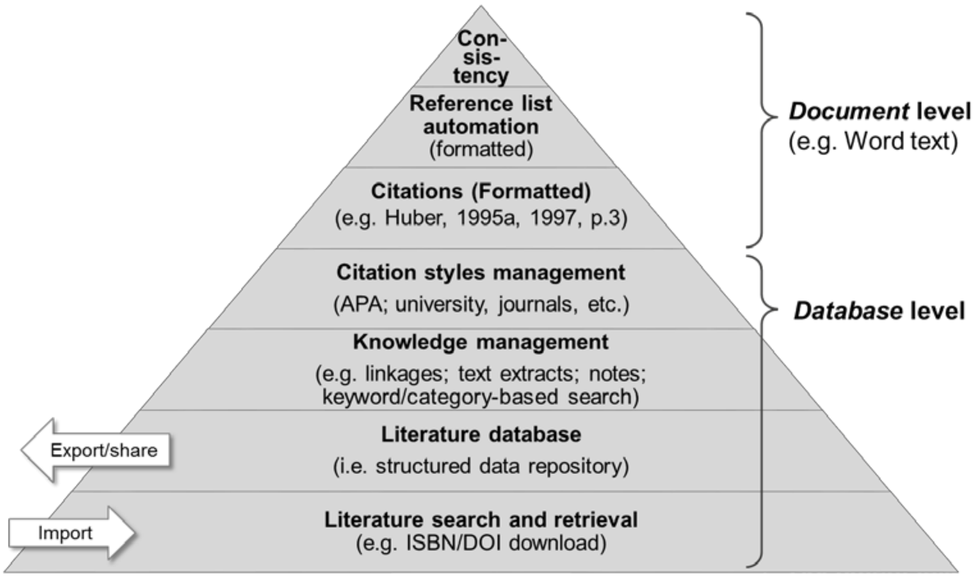

Figure 4: Functions of a good referencing software such as Citavi
Source: Compiled by the author.

Generally speaking the more extensive the work, the more useful the usage of the software. As with any software adoption, students must weigh additional investment into developing software skills and subsequent timesaving due to automation. We expect software use latest starting with the Master’s/Diploma thesis, but we recommend the use (at least some of the basic functionality) as early as possible (i.e. term paper), because then you can already acquire skills which will pay off in later stages of your studies.

4.4.2. Citavi citation style

In order to comply with this guideline, you need to install and/or select the right citation style in Citavi and adapt it to your needs. A good start is APA latest edition of the citation style, which you can find and add in Citavi. All Citavi citation styles can be modified internally in an integrated WYSIWG (what you see is what you get)-style editor (for details see Citavi’s documentation and online tutorials). Please also check for the availability of a customized citation style at the institute.

[17] Citavi is not yet available for apple OS – in this case other software such as Mendeley are recommended. However, Citavi is currently being redeveloped as an OS-independent version.

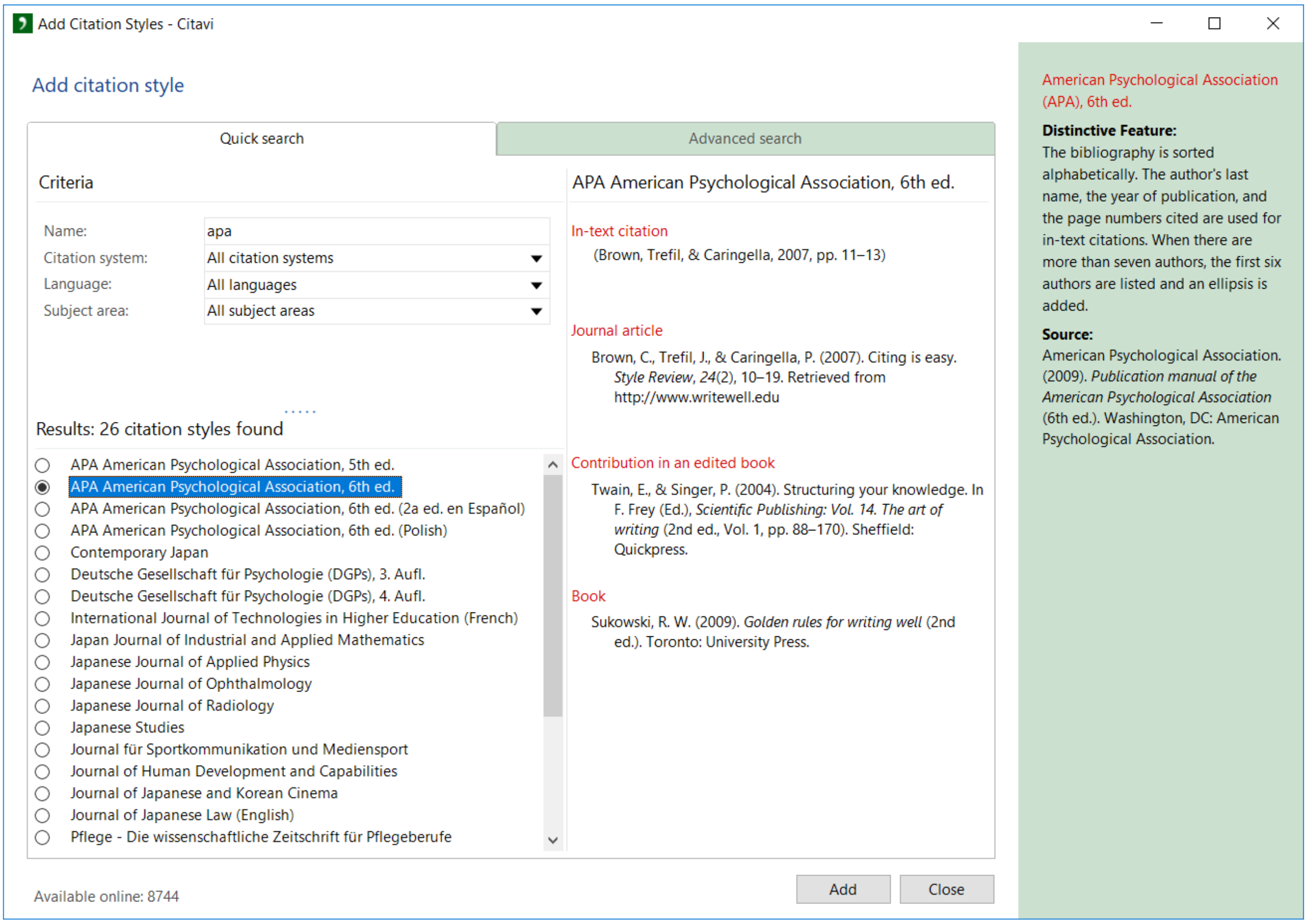

Figure 5: Citavi's search function for international citation styles
Source: Author's screenshot of the Citavi software.

4.4.3. Individual vs. team use

Please consider that complexities exist in distributed (team) use of citation software (e.g. student team paper) which may prevent your team from using the complete functionality (e.g. individuals of a team might use the software for their own knowledge management, but giving out the reference list is not possible because not all literature was processes with the software). Figure 5 gives an impression of the Citavi interface showing references list, reference details, and document preview.

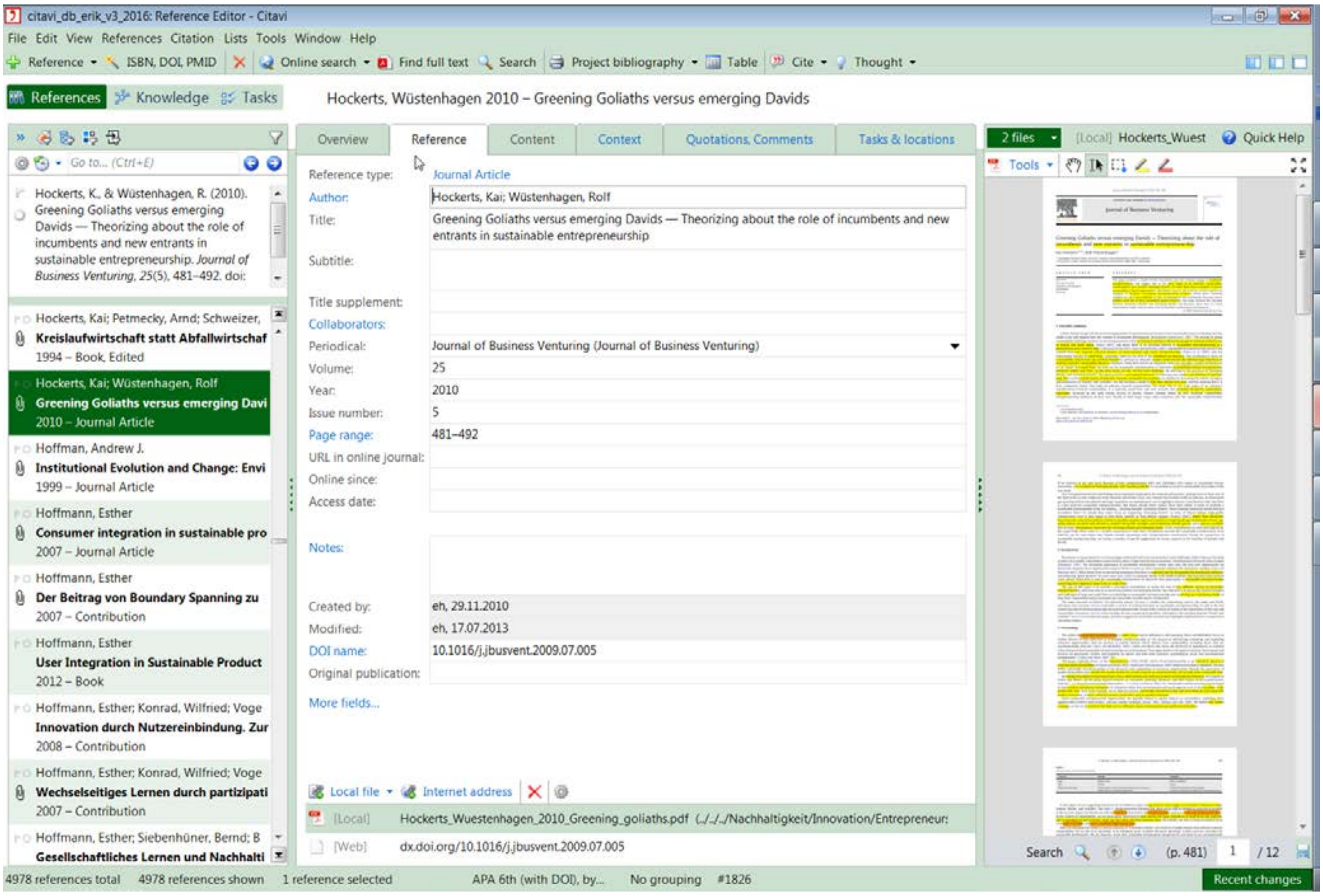

Figure 6: Citavi referencing software
Source: Author’s screenshot of Citavi interface.

5. Proofing and submitting your work

5.1. Before submission

Once your work is finished regarding the content, make sure to reserve enough time for proofreading (also by third party persons), language check and finalizing the layout.

5.2. Documents to be submitted

Depending on the type of work, you have to follow different procedures. For formal submission of a Bachelor, Master’s or Diploma thesis, follow the official instructions by the university.

For term papers (and related works), submission of documents is done directly to the instructor/supervisor or the indicated assistant/secretary). Usually you have to submit term papers in three forms – all before the committed deadline (and with the maximum of one day between submission electronic and printed versions!):

1. **Electronic PDF** version with selectable text (NOT text as images!) and without any protection;
2. **Electronic version as “source file”** (e.g. Microsoft Word, Open Office or related standardized format from your word processor).

3. **Print version** - this is the identical version as the electronic PDF (we highly recommend printing the work based on the PDF) - **including the signed statutory declaration**.

The **hard copy** is used for formal correction, documentation and archiving as required by law/internal regulations. The *electronic PDF version* may be also used for evaluation of the work (e.g. remote or distributed assessment). The *electronic source file* (or PDF version) will be **used for plagiarism check**!

5.3. Publication of Master's or Diploma theses

Since 2012, the **JKU publishes all academic theses as open access** in the university's digital library (ePub, see: http://epub.jku.at). Given the (global) open access to the submitted theses, please **check carefully with your supervisor if any confidential information or data is included in the thesis, which require restricted access rights or other special treatment** (e.g. anonymization of company names and related empirical data).

Theses supervised by the institute **must not be published in third party publication channels** (e.g. with an – sometimes free – ebook vendor) without consulting your supervisor! With supervising a work, the institute contributes to the scientific results and therefore gains intellectual property rights, which need to be protected. This is even more the case when your thesis is integrated in third-party funded research activities or projects of the institute and/or supervisor(s).

For excellent theses (i.e. grade 1/"very good"), we offer the possibility of developing a revised version for **submission to an international research conference or even journal paper** together with your supervisor.[18] We particularly recommended this option for students with ambition to enter the doctorate program after graduation. If you are interested in exploring this opportunity, please talk to your supervisor.

6. Requirements and process for writing a Master's or Diploma thesis

6.1. Requirements

For being eligible to write a thesis at our institute, we expect the following:

- Good to very good grades
- Certificate/registration for the library's literature research course (additionally, we recommend doing, but not require a Citavi course, which the University's library offers too), and
- First thoughts on your preferred research area or research topic (check our webpages for the topic list or consult us).

6.2. Process

For writing your thesis with us, the usual procedure is as follows:

[18] Check for example Hansen et al. (2009) and (2010), which were developed together with Master's students.

- Timely contact: Plan ahead and get in touch with us timely – we recommend at least three months before the planned official registration date of your thesis with the *Prüfungs- und Anerkennungsservice*. This timeframe is necessary for developing your topic.
- We offer a Master Thesis Seminar. You should ideally attend it in the semester before you want to write your thesis. The Master Thesis Seminar supports you to understand your topic by regular presentations and discussions with your peers and the supervisors at the institute.
- Application: For the application process, check our website.We expect your CV, a transcript of records (grades), a certificate for the library's literature research course, and other relevant certificates (e.g. job/recommendation letters).
- Exposé: Once successfully applied for a thesis, your next job is to sketch your topic in coordination with your supervisor and write a good exposé. The 8-10 pages exposé helps you to set the scope of your topic, and serves as a quality gate for your thesis. The expose process includes two presentation of your topic within the program's Master Thesis Seminar.

6.3. Exposée

Your exposé should be a 8-10 pages long conceptual map of what you plan to do in your thesis. The exposé should comprise the following content:

1. **Introduction** [1-2p]
   - ☐ Motivates the research (what's the problem/puzzle?)
   - ☐ Must explicitly state the (overarching) research question
2. **Literature Review** (must include key insights from relevant literature areas) [4-6p]
3. **Preliminary conceptual framework** (integrates insights from preliminary literature review directed at the research questions: how do relevant literatures and theories relate to the research question(s)?; it optimally includes a visual representation. If the introduction specified only the overarching research question, this chapter also includes the subordinate detailed research questions) [1p]
4. **Planned method:** research strategy, sampling, data collection, data analysis [0,5-1p]
5. **Expected results** (optional) [0,5p]
6. **Preliminary structure of thesis** [1p; Pages do not count]
7. **Expected timeline** [0,5p; Pages do not count]
8. **References (only what was cited!)** [1-2p; Pages do not count]

7. Further Readings

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Andermann, U., Drees, M., & Grätz, F. (2006). *Duden - Wie verfasst man wissenschaftliche Arbeiten? ein Leitfaden für das Studium und die Promotion* (3., völlig neu erarb. Aufl.). Mannheim, Leipzig, Wien, Zürich: Dudenverlag.

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Minto, B. (2010). *The Minto pyramid principle: Logic in writing, thinking, and problem solving* (New and expanded ed.). London: Minto International.

Niederhauser, J. (2015). *Die schriftliche Arbeit kompakt* (second ed.). Berlin: Dudenverlag.

Theisen, M. R. (2013). *Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit ; [das Standardwerk neu konzipiert]* (16 th ed.). München: Vahlen.

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Hansen, E. G., Grosse-Dunker, F., & Reichwald, R. (2009). Sustainability innovation cube - A framework to evaluate sustainability-oriented innovation. *International Journal of Innovation Management*, 13(04), 683–713. https://doi.org/10.1142/S1363919609002479.

Hansen, E. G., Sextl, M., & Reichwald, R. (2010). Managing strategic alliances through a community-enabled balanced scorecard: The case of Merck Ltd, Thailand. *Business Strategy and the Environment*, 19(6), 387–399. https://doi.org/10.1002/bse.689.

Harvard Business School (HBS). (2017). *Citation Guide: 2017-18 Academic Year*. Retrieved from https://www.library.hbs.edu/Find/Guides/Citation-Management-Guides-Tools (2018, March 30).

Harvey, G. (1998). *Writing with sources: A guide for students.* Retrieved from https://isites.harvard.edu/fs/docs/icb.topic930980.files/WritingWithSources.pdf (2017, April 10).

JKU (2018). Masterarbeit. Linz: Johannes Kepler University. Retrieved from https://www.jku.at/studieren/studium-von-a-z/abschlussarbeiten/masterarbeit (2018, April 1).

Kuhndt, M., Tuncer, B., Andersen, K. S., & Liedtke, C. (2004). *Responsible Corporate Governance: An Overview of Trends, Initiatives and State-of-the-art Elements* (Wuppertal Papers, No. 139). Wuppertal, Germany: Wuppertal Institute for Climate, Environment and Energy. Retrieved from http://www.wupperinst.org/uploads/tx_wibeitrag/WP139.pdf (2007, March 3).

Minto, B. (2010). *The Minto pyramid principle: Logic in writing, thinking, and problem solving* (New and expanded ed.). London: Minto International.

Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review. *British Journal of Management*, 14(3), 207–222. https://doi.org/10.1111/1467-8551.00375.