Ludwig-Maximilians-Universität München
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GUIDE TO WRITING SCIENTIFIC PAPERS
(BACHELOR- AND MASTER THESES, SEMINAR PAPERS)

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Contents

1 Time management

Time management is the key to the success of your paper. Therefore, it is recommended to create a schedule early on.

You should have a clear understanding about the goal of your paper.

Do not defer the process of writing your paper for too long. You don't realize that things are still unclear until you have to formally write them down. This should however not lead to you writing about something, just to have some words on the paper, even though you do not know what you are writing about yet.

Computer problems (crashes, destroyed hard drives, etc.) are not accepted as a reason for an extension. Take appropriate safety precautions (data backup, etc.)!

2 Literature search and analysis

2.1 Introductory literature

Read the literature recommended by your supervisor, as well as the cross-references. This literature is intended to give you a first introduction to this topic. It is not necessarily central to the specific subject you are working on, so you should approach it critically.

2.2 Benefits of the literature search

The more detailed literature search should enable you to identify relevant areas of knowledge and support you in formulating your own research problem. The literature you find during this process should make it easier for you to position your own work and support the selection of suitable empirical research methods as well as the substantiation of your working hypotheses.

2.3 Literature search

Note that not all of the following search strategies are equally relevant for each topic.

- Review recent issues or years of important journals with respect to your topic, with consideration of their Jourqual Ranking Score (https://www.vhbonline.org/en/services/vhb-rating-2024/previous-vhb-ratings).

- Well-established marketing journals are for instance: Journal of Marketing, Journal of Consumer Research, Journal of Marketing Research, Marketing Science, Journal of the Academy of Marketing Science, International Journal of Research in Marketing, Journal of Product Innovation Management, Journal of Service Research.

- Well established journals in the field of Information Systems are for instance: Information System Research (ISR), Mathematical Programming, MIS Quarterly, International Conference of Information Systems (ICIS), Journal of Management Information Systems (JMIS), Information Systems Journal (ISJ), Journal of the Association for Information Systems (JAIS), International Journal of Electronic Commerce (IJEC), Wirtschaftsinformatik / Business Information Systems Engineering.

- Examine cross-references! Hint: search for the latest articles first. The important, high impact papers will be quoted therein.

- Search databases, e. g., EBSCO, Google Scholar, JSTOR, Science Direct, WorldCat, EconLit, WISO, AISeL, with regard to important keywords relevant to your topic. The websites of the university library provide extensive support: http://www.ub.uni-muenchen.de/)

- Search for newer textbooks related to your topic.

Important rule: First evaluate the relevance of an article (e. g., based on abstract, introduction, figures, and tables) – then start reading.

Preparing an outline early supports a focused and goal-oriented literature search. It helps prevent drifting into thematically adjacent areas that are only of limited relevance to your research question. At the same time, it becomes clear which sections of the outline still require further literature. The quality of a literature review depends not on the number of sources, but on whether the sources are actually relevant to the topic.

2.4 Literature analysis

Basic rule: Trust no one! Don’t take all sources at face value but evaluate them critically. Articles in academic journals, which have undergone a double-blind review process, may be considered to be of higher quality. Nevertheless, everything must be questioned!

Read all sources in their original version.

Secondary citations should only be used in well-justified exceptional cases (e.g., if a central source is not available in any Munich library). In particular, unpublished sources (e.g., working papers) may only be cited if they have been consulted in the original.

Dictionaries (whether as a book or online) should not be used; always search for the primary source.

Whether you cite directly or indirectly, always provide sources and mark them as such. Proper citation style is a sign of scientific integrity. If in doubt, rather quote too much than too little.

Important: Always double-check if – when taken out of context – a citation may lead to an ambiguous or distorted meaning.

3 Presentation of content

The exact presentation of the content of your paper primarily depends on your topic. Nevertheless, you may consider the following general guideline.

3.1 Outline

The outline should be well-balanced. The length of a segment should roughly reflect the relevance of the topic for the overall paper. A good outline presents a structured and coherent line of argument.

Points on the same level of the outline should also be equally significant in terms of content and stem from a common overarching problem. Each subsection must be logically related to its superordinate section. Subsections should together fully cover the content of the corresponding section and be mutually exclusive (no overlaps). The use of concise yet meaningful headings is recommended.

The outline should not be too detailed. Typically, more than three levels make it confusing. For seminar papers, two levels are usually sufficient; additional levels are only recommended in exceptional cases.

If a new outline level is introduced, it must contain at least two subchapters. For example, if there is a section 3.1.1, there must also be a section 3.1.2.

3.2 Introduction

The introduction should address the following questions:

- What is the problem? (Narrow down the topic!)
- Why is it important? (Relevance)
- Why is it not trivial? (Challenging problem)
- What do you aim to contribute to its solution? (Contribution)

In addition, the introduction should define central terms and establish conceptual boundaries to clearly delineate the scope and perspectives of the paper. Historical developments should only be mentioned if they are directly relevant to understanding the research question. A clear and explicit objective of the paper is essential- The introduction must not anticipate results or conclusions.

It is recommended to formulate the research problem and the objective before starting the main word. This ensures a focused and goal-oriented approach. A common mistake is including content that is irrelevant to the research question.

Tip: For each section, ask yourself whether it truly contributes to addressing the problem and achieving the objective defined at the beginning.

3.3 Definitions and foundations

Definitions should be chosen in line with the goal and context of your paper.

If available, use widely used and accepted definitions. Definitions should clarify what the focus of your paper is. It usually does not add value to list or discuss the different definitions employed in the literature.

Definitions should be selected according to whether they are suitable for the topic at hand. The focus should be placed on a few but essential terms. Insofar as they are available, universally available definitions should be used. Standard terms should not be given new meanings and synonyms should be avoided. Please use definitions that are as common and precise as possible. It is therefore generally of little use to list or discuss the different variants used in literature.

Tip: At the end of your work, check whether you have consistently adhered to the definitions and boundaries you established at the beginning.

3.4 Summary

The summary (final chapter of the paper) should refer to the problem and objective of the work. It should provide answers to the questions posed in the introduction. In other words, the summary must make clear what the reader has learned from the paper.

Do not include philosophical reflections or speculative predictions about the future. When writing the summary, it is also a good opportunity to check which parts of the paper are truly relevant. Ask yourself: Which sections contribute to the results presented in the summary?

3.5 Approach for writing theoretical papers

When providing an overview of various theories, models, methods, or empirical studies, it is generally useful to first classify or categorize them. What should be avoided is simply listing study after study or model after model without any discernible connection.

A classification should provide a comprehensive overview of the available or established theories, methods, models, or studies. If only a subset is discussed in the main text, the remaining approaches should be at least mentioned in a footnote. It should also be clearly explained why the selected theories, methods, or models were chosen and others were not.

If you intend to evaluate different theories, methods, models, or studies, it is advisable to establish assessment criteria in advance. When performing the evaluation, these criteria – and only these criteria – should be applied. Tables are particularly useful for presenting the evaluation in a clear and structured manner.

When a large number of empirical studies exist, it is often more useful to provide an overview of their results rather than describing individual studies in detail. Tables can help present these results clearly. If multiple studies are discussed, it is important to highlight where their findings converge or diverge.

When the results of different empirical studies contradict each other, it is necessary to investigate the reasons for these differences. In particular, consider the methodologies

employed in the respective studies. The goal is not to provide a general critique of different methods, but to analyze whether differences in methodology could explain the divergence in results.

Statements should be phrased as precisely and unambiguously as possible. Avoid vague expressions such as “relevant data”, “relevant studies”, or general references to “the studies”. All sources must be cited in a way that allows third parties to identify and verify them.

Avoid unqualified judgements. Any judgement you make must be justified. Personal value judgements should always be clearly distinguished from factual statements. This is not meant to discourage you from forming your own assessment, but please ensure they are well-supported.

3.6 Miscellaneous

Use tables and figures whenever possible, as they are highly effective for structuring your work. Once a relationship or pattern is presented in a table or figure, the corresponding text can be written more clearly and coherently. Moreover, tables and figures significantly facilitate the reader’s understanding of the content.

Avoid digressions. While digressions may be appropriate in textbooks, in scientific papers they give the impression that the discussed aspect could not be integrated into the structure. If an aspect does not fit into the outline, either the outline is inadequate, or the aspect is so minor that it can be omitted.

Space constraints should not lead to placing important figures or tables in the appendix or in footnotes. The appendix should contain only supplementary information that is not essential for understanding the text. Figures or tables that clarify points in the main text should always be placed directly at the relevant location. No text or content should be moved to the appendix solely for space reasons.

4 Formal requirements

4.1 Size and page layout

The maximum number of pages (one page typically corresponds to 2,300 characters):

- Seminar thesis: 15 pages
  (Exception: when working in groups of two students: 25 pages)
- Bachelor thesis: 30 pages
- Master thesis: 50 pages

This includes figures and tables in the text, but not title page, outline, lists, and appendices.

4.2 Formatting

Page numbers:

- The outline and lists (e.g., list of figures and tables) are numbered with roman numerals and start with -II-. The cover page is the first page; however, no page number is indicated there.
- The main part as well as appendices and list of reference are numbered with Arabic numerals starting with 1.
- The Declaration of Originality does not have a page number.
- All page numbers should be positioned at the upper right part of the page.

Further formatting requirements:

- Font: Times New Roman
- Font size: 12 point
- Line spacing: 1 ½-line; after every paragraph 12 point spacing
- Margin: left 4 cm; right 2 cm; top 2,5 cm; bottom 2,5 cm
- Layout: justified, hyphenation
- Footnotes can be single line and in font size 10 point.

4.3 Cover page

You will find a template for the design of the cover page in a separate document "Formatvorlage Abschlussarbeiten" (https://www.som.lmu.de/ecm/en/teaching/).

4.4 Indices

If possible, use the index function of your word processing program to create the table of contents. Headlines and page numbers in the text must match the table of contents. The same applies to the labels of tables and figures.

If the paper contains at least *one* table or figure, please use a list of tables or figures.

The sequence of the different parts of your paper:

- Title Page
- Table of Contents
- List of Figures (where necessary)
- List of Tables (where necessary)
- List of Abbreviations (where necessary)
- List of Symbols (where necessary)
- Text
- Appendix (where necessary)
- Reference List
- Statement of Originality

Please consider the separate document for examples of indices, figures, and tables, see document "Formatvorlage Abschlussarbeiten" (https://www.som.lmu.de/ecm/en/teaching/).

4.5 References

References to sources should be made as short reference in the footnotes or as in-text citations. Please consult your supervisor which reference style to use. For both variants, only the surname of the author(s), year, and, if applicable, page numbers are given. Important: Adhere to one consistent style throughout your paper.

Journal articles

If the source you are referring to is written by more than two authors, the short reference contains just the lead author and the specification "et al." (et alii = lat. for "and others") is stated. However, all authors must be listed in the reference list.

If you refer to more than one page in a source, you add an "f." behind the first page if you are referring to two pages. If you refer to more than two pages, please indicate the range of page numbers, e. g., pp. 1-5.

- Cf. Spann et al. (2018), p. 125f. or Cf. Spann et al. (2018), p. 125-129.

If you refer to an article as a whole, there is no need to mention page numbers.

Footnote: Cf. author(s) (year), page reference. First names or academic degree are not included in the citation. There is a full stop at the end. Examples for footnote citation:

- One author: Cf. Reichhart (2014), p. 651f.
- Two authors: Cf. Baum und Spann (2014), p. 140.
- More than two authors: Cf. Spann et al. (2018), p. 125.

If several sources are used for one statement, only one footnote is made. In other words: more than one source can be stated in a footnote (divide them with a semicolon). Example:

- Cf. Reichhart (2014), p. 651f.; Baum und Spann (2014), p. 140.

If multiple, consecutive footnotes refer to the same reference, one can use the abbreviation "ibid." (ibidem = lat. for "in the same place") instead of renaming the reference.

- Ibid. p. 651f.

In-text: (Author(s), year, page reference)

- One author: (Reichhart, 2014, p. 651f.)
- Two authors: (Baum und Spann, 2014, p. 140)
- More than two authors: (Spann et al., 2018, p. 125)

Occasionally, you will find working paper versions of an article online (especially when searching with Google Scholar). In such cases, please always search for the published version of the article and cite the page numbers of the published version.

Books, conference proceedings and working papers are cited similarly to journal articles.

Websites

Websites are also quoted in a short reference form (if available with author and year). Example for footnote citation:

- Cf. Roberts and Naydenova (2019).

References of tables and figures

The source of a table or figure is provided directly underneath the table/figure. If tables/figures have been modified compared to the original, this is mentioned with the words “based on”. Example:

- Table 1: Title of table 1
  Source: based on Reichhart (2014), p. 651.

4.6 Quotations

Use direct quotations very sparingly. They should only be employed for definitions or when an author expresses a concept particularly clearly or succinctly. Otherwise, it may give the impression that sources are merely listed rather than critically engaged with.

Quotations in other languages should be presented in their original form. Use them preferably as complete sentences, since switching languages mid-sentence disrupts the reading flow. Only include such quotations when they are truly necessary.

Direct quotations in the text should be placed within quotation marks. When citing the source, do not use “cf.”.

Quotations must be reproduced exactly as in the original. Any omissions are indicated by ellipses “[…]”. Even spelling or typographical errors in the original must be retained in direct quotes and are marked with “[sic!]” to show that the error was present in the original text.

4.7 List of references

The list of references should be aligned to the left.

Sources are listed alphabetically by the authors’ last names. Only initials are used for first names Academic titles and similar designations are not included in the bibliography.

If an author or author team has multiple works, the older publications are listed first. Single authors are listed before author teams.

If the same author has multiple publications from the same year, the sources are distinguished by adding letters a, b, etc., after the year.

Example:

- Cf. Spann and Skiera (2003a), p. 1315 and cf. Spann and Skiera (2003b), p. 23.

Reference management software, such as *Citavi* or *Endnote*, simplifies the management of source and ensures a consistent formatting. We recommend using the included reference style INFORMS *Management Science*. Alternatively, you may use the ECM-style (see "Formatvorlage Abschlussarbeiten" https://www.som.lmu.de/ecm/en/teaching/). The LMU library provides a campus license and training offers (http://www.ub.uni-muenchen.de).

Ensure completeness: Every source cited in the text must appear in the bibliography (no more, no less). Sources that were read but not directly used should not be included. Bibliographic entries must provide all necessary information so that the source can be easily located.

Journal article: Name(s), First Name(s) (date of publication): Title, in: Journal name volume (issue), page numbers (from-to). Examples:

- Baum, Daniela; Spann, Martin (2014): The Interplay between Online Consumer Reviews and Recommender Systems: An Experimental Analysis, in: International Journal of Electronic Commerce 19(1), 129-162.
- Reichhart, Philipp (2014): Identifying Factors Influencing the Customers Purchase Behaviour due to Location-Based Promotions, in: International Journal of Mobile Communications 12(6), 642-660.
- Skiera, Bernd; Hinz, Oliver; Spann, Martin (2015). Social media and academic performance: Does the intensity of Facebook activity relate to good grades?, in: Schmalenbach Business Review 67(1), 54-72.
- Spann, Martin; Skiera, Bernd (2003a): Internet-Based Virtual Stock Markets for Business Forecasting, in: Management Science 49(10), 1310-1326.
- Spann, Martin; Skiera, Bernd (2003b): Taking Stock of Virtual Markets. How can Internet-Based Virtual Stock Markets be Applied for Business Forecasting and Other Forecasting Issues?, in: OR/MS Today 30(5), 20-24.

- Spann, Martin; Zeithammer, Robert; Bertini, Marco; Haruvy, Ernan; Jap, Sandy D.; Koenigsberg, Oded; Mak, Vincent; Popkowski Leszczyc, Peter; Skiera, Bernd; Thomas, Manoj (2018): Beyond Posted Prices: The Past, Present, and Future of Participative Pricing Mechanisms, in: Customer Needs and Solutions 5(1–2), 121-136.

Monographs: Name(s), first name(s) (date of publication): title, edition, publisher, place(s) of publication. *Please note:* The edition is only mentioned starting at the second edition. Example:

- Laudon, Kenneth C.; Traver, Carol G. (2015): E-Commerce 2015: Business. Technology. Society., 11th ed., Pearson, Essex, UK.

Articles in edited volumes: Name(s), first name(s) (date of publication): title, in: Name(s) of the editor(s) (ed(s).): Title, publisher, place(s) of publication, page numbers. Example:

- Dommick, Dominik; Reichhart, Philipp (2017): Payback – Der heilige Gral oder wie Smartphones den Handel revolutionieren, in: Hierl, L. (ed.): Mobile Payment: Grundlagen – Strategien – Praxis, Springer Gabler Verlag, Wiesbaden, 267-281.

Web pages: Author/Publisher/Provider (year): Title, URL, date of access.

Please provide the exact URL, e. g., https://www.pwc.de/de/private-equity/private-equity-trend-report.html instead of https://www.pwc.de.

In addition, please provide the date on which the information cited was found on the cited website. Articles on webpages usually have a title, a date of publication and authors or publishers (possibly the company itself). Example:

- Roberts, Steve; Naydenova, Elena (2019): Private Equity Trend Report 2019: Powering through Uncertainty, https://www.pwc.de/de/private-equity/private-equity-trend-report.html, Accessed on 13.06.2019.

Working papers: Very recent research is often represented in not-yet published articles (i. e., working papers). They should be treated similarly to internet-sources, as they are often published in special online databases, e. g., Social Science Research Network http://www.ssrn.com/. Example:

- Molitor, Dominik; Reichhart, Philipp; Spann, Martin; Ghose, Anindya (2019): Measuring the Effectiveness of Location-Based Advertising: A Randomized Field Experiment: SSRN Working Paper, https://ssrn.com/abstract=2645281, Accessed on 13.06.2019.

Conference proceedings: In addition, recent research is often published in conference proceedings. Please cite them similarly to edited volumes. Example:

- Molitor, Dominik; Spann, Martin; Reichhart, Philipp; Ghose, Anindya (2018): Measuring The Effectiveness of Location-Based Mobile Push vs. Pull Targeting, in: Proceedings of the 2018 International Conference on Information Systems (ICIS), San Francisco.

4.8 Tables and figures

Figures and tables must be numbered consecutively.

Tables and figures must include captions and explanations so that they are understandable on their own. Every table and figure must be referenced in the text. All tables and figures should include a source (see Chapter 4.5).

Tables (and usually figures) should be created by the author and not inserted as screen-shots. They should be designed to be easily readable. Do not reduce their size to save space. If a table or figure is not legible, it is better to omit it entirely.

4.9 Language

Grammar, spelling, and punctuation errors create a negative impression and should be avoided.

Make sure to check for double spaces at the end (use “search and replace” in your word processing program).

Strive for objectivity in your writing. A scientific paper is not a feature article. Use technical terms where appropriate and aim for clear and easily understandable language.

Use terminology as consistently as possible. Once a term has been introduced (e.g., attribute), it should be used consistently and not alternated with synonyms such as “feature”, “characteristic”, or “variable”.

Please attempt to employ a gender-neutral language and linguistic equal treatment of men and women.

Avoid using abbreviations whenever possible. Abbreviations that are well established in the field may be used sparingly, provided they are explained upon first use and listed in the list of abbreviations. In exceptional cases, it may be useful to abbreviate frequently used, longer terms, e.g., HRM for “Human Resource Management”. Do not include commonly accepted abbreviations for general expressions (“etc.”, “e.g.”, “i.e.”) in the list of abbreviations.

Please note that there should be a non-breaking space between a number and a unit symbol, e. g., 100 % instead of 100%, 42 € instead of 42€ and 12 km instead of 12km).

The non-breaking space (in Microsoft Word: <Ctrl> + <Shift> + <Space>) ensures that at this point no line break will occur.

4.10 Models, formulas, symbols

Models usually consist of objective functions, constraints, as well as variables and parameters. Clearly indicate which elements of your model belong to which category, and specify which variables represent your decision variables.

Algorithms are used to solve models, i.e., to determine the (supposedly) optimal values of the decision variables. In some cases, it may be advisable to present algorithms separately from the model descriptions.

If symbols are used in formulas, a list of symbols should be placed at the beginning of the paper (see Section 4.4). This does not replace explaining the symbols within the text (at least where they first appear). Also clearly indicate the sets over which the indices in your equations are defined.

All equations in your paper should be numbered.

Example (Skiera et al., 2015, p. 61):

(1) $$AcademicPerformance_i = \beta_0 + \beta_1 * FBUseInGeneral_i + \beta_2 * FBUseDuringClass_i + \beta_3 * Clustering_i + \beta_4 * Degree_i + \beta_5 * HSGPA_i + \beta_6 * Gender + \beta_7 * Semester_i + \beta_8 * Age_i + \beta_9 * PartTimeJob_i + \beta_{10} * Effort + \beta_{11} * UseFBforUniversity_i + \beta_{12} * AdoptionTime_i + \varepsilon_i$$

where:

$AcademicPerformance$: academic performance

$FBUseInGeneral$: use of Facebook in general

$FBUseDuringClass$: use of Facebook during classes

$Clustering$: clustering coefficient

$Degree$: degree centrality

$HSGPA$: high school grade point average (or Abiturnote in German)

$Gender$: one for females, zero for males

$Semester$: semester

Age: age

$PartTimeJob$: students' part-time job

$Effort$: academic effort

$UseFBforUniversity$: whether students use Facebook to stay in contact with fellow students

$AdoptionTime$: the time at which the student started using Facebook

Index i: respective student

4.11 Statement of originality

On the last page of your paper, sou must include a statement of originality. An example of the statement of originality can be found on the ISC website: (https://www.lmu.de/isc/de/isc-studi-wiki/formulare-und-vorlagen/).

In this declaration, you confirm that you have completed the work independently and have acknowledged all sources used. You also declare that the paper has neither been published nor submitted to any examination authority.

Please note that you are also obliged to disclose any use of generative AI tools (such as ChatGPT) transparently in your statement of originality.

All submitted copies must bear your handwritten signature (a printout of a scanned or digital signature is not permitted).

4.12 Overview of tools used

In cases where generative AI models are used to produce texts, figures, calculations, or other content, you must fully disclose the selection, use, and all results derived from such generated output.

In the section "Overview of Tools Used", you must list all generative models by their product name and specify how, to what extent, and for what purpose they were used.

5 Handing in your paper

Bachelor / Master thesis

An electronic version of your paper must be uploaded and sent through a Web form to the ISC (http://www.isc.uni-muenchen.de/abgabe_abschlussarbeiten/index.html) until 12AM, midday. The maximum file size is 10 MB. For file sizes >10 MB, please contact the ISC in advance.

For empirical works (usually master's theses), all materials (e.g., survey design), data sets, and code must be made available to your supervisor for replication.

Seminar thesis

Please upload an electronic version of your paper (both PDF and DOCX formats) to Moodle. If you are unsure about the submission process, please refer to the seminar kick-off slides.

Please note that all submitted papers may be forwarded to external services and stored on external servers for the purpose of plagiarism detection.

6 Consultation by your supervisor

We offer you comprehensive advisory support, which you are free to use or not.

Please note that making effective use of this support requires timely contact with your supervisor. Prepare for the meeting by sending your questions to your supervisor in advance. This allows for more thorough and considered responses.

The consultation is intended as professional guidance, not as a formal approval. Its purpose is to help improve the quality of your work; however, no definitive endorsement of content or methodology is provided. Responsibility for the conceptual and methodological design of your work remains with you, as you are generally more deeply familiar with the topic. A comprehensive understanding of your work often only becomes apparent to the supervisor once the completed manuscript is available.

7 Further guidelines on how to write scientific papers

Bänsch, A./Alewell, D. (2013): Wissenschaftliches Arbeiten, 11. Auflage, Oldenbourg, München.

Brink, A. (2013): Anfertigung wissenschaftlicher Arbeiten – Ein prozessorientierter Leitfaden zur Erstellung von Bachelor-, Master- und Diplomarbeiten, 5. Auflage, Springer Gabler, Wiesbaden.

Deutsche Forschungsgemeinschaft (2013): Sicherung guter wissenschaftlicher Praxis, Denkschrift, Empfehlungen der Kommission „Selbstkontrolle in der Wissenschaft, https://www.dfg.de/download/pdf/dfg_im_profil/reden_stellungnahmen/download/empfehlung_wiss_praxis_1310.pdf, Accessed on 17.06.2019.

Hilliger, Sabine (2009): Leitfaden für die sprachliche Gleichbehandlung von Frauen und Männern in der Amts- und Rechtssprache, https://www.regierung-mv.de/serviceassistent/download?id=1569208, Accessed on 17.06.2019.

Simonsohn, Uri (2015): [34] My Links Will Outlive You, http://datacolada.org/34, Accessed on 17.06.2019.

Theisen, M. R. (2011): Wissenschaftliches Arbeiten Technik - Methodik - Form, 15. Auflage, Vahlen, München.