Guidelines on writing
seminar papers, bachelor and master theses

at the

Professorship for International Management

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Contents

1 Introduction

The main purpose of writing a bachelor or master thesis at the Professorship for International Management is in-depth research on and analysis of a topic within the field of international management. Writing a seminar paper will prepare you for this task by familiarizing you with the process of academic research and writing.

The following guidelines provide you with orientation regarding the writing process, the formal structure of your seminar paper or thesis, and a style guide for citations and references. For further questions on formalities, please refer to your academic advisor.

We have composed these guidelines to the best of our knowledge. Any recommendations given here only refer to theses at the Professorship for International Management. Should these guidelines conflict in any way with recommendations given by your respective examination offices, the latter take precedence in all cases. It is your responsibility to familiarize yourself with the examination regulations applicable to your case. For question in this respect, please turn to the ISC.

In case you find any inconsistencies in this document, please report them to us. Thank you for your support and all the best for your academic projects!

2 Procedures

2.1 Registration

If you are interested in writing your bachelor thesis at the Professorship for International Management, you should first attend the seminar on *Cross-cultural management*. Please note that this seminar is offered for a limited number of attendees and requires application through the central, faculty-wide system. We therefore ask you to gather information on application and registration procedures early on. More detailed information for each semester can be found on our website.

Applications for bachelor theses will be accepted within a predefined time period after each semester's lecture period. Topic suggestions are highly welcome. Please consult our webpage for possible topic areas. You can find the exact application deadlines and information on required documents on our homepage. Starting with your registration date at the examination office (ISC), you have 8 weeks to complete your bachelor thesis. Regarding the admission for bachelor theses, please also consult § 14 and Appendix 2 of the bachelor examination regulations 2008 and 2015.

If you are interested in writing your master thesis at the Professorship for International Management, we recommend you to attend one of our seminars at master level beforehand (e.g. Global Teamwork). Please refer to our webpage for specific modalities of master thesis applications and required application documents. Starting with your registration date at the examination office (ISC), you have 22 weeks to complete your master thesis. Please also note § 13 and Appendix 2 of the master examination regulations 2008 or § 14 and Appendix 2 of the master examination regulations 2015 and 2018.

2.2 Topic search and evaluation criteria

Our seminars at bachelor and master level familiarize you with selected topics in international management research and prepare you for writing a thesis at the Professorship for International Management. Topics for seminar papers are assigned by

the lecturers. Topics for bachelor and master thesis are typically suggested by students and refined in collaboration with an experienced faculty member. Whereas seminar papers and bachelor theses are written in the form of conceptual literature studies, master theses can be either conceptual or empirical. Master theses in collaboration with companies are possible, as long as topic suggestions can be refined in dialogue with our faculty.

Seminar papers are evaluated according to the following criteria:

- Structure (logical outline, content well-balanced between chapters)
- Content (clear definition of terms, breadth and depth of coverage, clear connection to objectives, comprehensive, consistent and factually correct argumentation, logical argumentation sequence, persuasive development of conclusions, substantial theoretical and practical implications)
- Literature work (number, quality and topicality of sources, critical reflection on references, in-depth analysis, transparency of citations and references)
- Form and style (readability, precision, consistency, linguistic expression, spelling & grammar, visualization in figures and tables, complete lists of tables and figures)

Bachelor theses are additionally evaluated according to the theoretical and practical relevance, topicality, appropriateness and clear justification of their research questions and objectives.

2.3 Colloquium and presentation

At the midpoint of your master or bachelor thesis completion you will be required to participate in a colloquium. At this colloquium you will present the preliminary results of your master or bachelor thesis in a 20-minute presentation. This will be followed by a 20-minute discussion with Prof. Dr. Tenzer and your academic advisor. The colloquium is designed as a developmental experience, not an exam situation. We will focus on coaching your work in progress, so you are most welcome to present us with any open questions you may have at that stage. Please note, however, that students who do not appear at the scheduled colloquium for reasons for which they are responsible will fail the colloquium. The presentation for the colloquium should follow the same outline as your thesis, providing a detailed overview of the objectives and content you have covered in the different sections, as well as next steps and challenges. We recommend you pay close attention to the feedback of Prof. Dr. Tenzer and your academic advisor and carefully implement this in your thesis.

Students enrolled in our seminars are expected to deliver a 15-minute presentation on their seminar paper following its submission. Each presentation will be followed by a class discussion, for which presenters are encouraged to prepare engaging discussion prompts. The presentation should follow an outline that mirrors the structure of your seminar paper:

- Introduction of the topic (capture the audience's interest and present objectives)
- Research questions
- Review of the literature (summarize the key findings from your literature review to provide a short background on the topic and define the key terms and concepts)
- Integration of the literature (present your results by answering your research question based on your findings in the literature)
- Interpretation (what can we learn from this, discussion section of the seminar)
- Q&A and discussion (prepare questions and provide discussion incentives)

Ensure your presentation slides are not overly cluttered with text, and that the text remains legible from anywhere in the lecture room by choosing appropriate text size and color contrast. Keep the slide design simple, but effective and consistent. Having the overall agenda with the current position in the presentation and numbering on every slide provides clear orientation for your audience. Graphic representations, figures, and vivid examples can aid in sparking the audience's interest and facilitating their understanding of concepts and findings. Since your presentation does not officially represent LMU Munich School of Management, refrain from using the university's logo or templates. Remember to cite your sources directly on the slides for any borrowed text, figures, tables, or images, and include a comprehensive reference slide at the end. Your slides should include the title of the course, semester (e.g. Cross-Cultural Management ST 2024), name of academic advisor and professor, your own name, the date, and the title of your topic. Limit the number of slides to be fewer than the minutes allotted for your presentation, excluding the reference list slide. If you plan to use your own laptop or show a video make sure you bring the necessary adapters and test the sound, internet connection, and video in advance. Send the slides as both a PowerPoint and PDF document to your academic advisor.

2.4 Turning in your thesis

Please send a Word and a PDF version of your finished seminar paper via email to your academic advisor. Bachelor and master theses need to be turned in via the ISC's online upload portal as both a Word and a PDF version. For information on how to do so please go to the ISC website (https://www.isc.uni-muenchen.de/abgabe_abschlussarbeiten/index.html). Our Professorship will receive your thesis from the ISC.

3 Formal Structure

3.1 General formal requirements

- Seminar papers: 22.200 characters*
- Bachelor theses: 70.000 characters*
- Master theses PStO 2015: 150.000 - 160.000 characters*
- Master theses PStO 2018: 120.000 - 140.000 characters*
- *+/- 10%; including spaces, figures and tables, excluding table of contents, lists of abbreviations, index of figures & tables, references and appendices
- A4 paper, 1.5 line spacing, 2.5 cm margin all around
- 12 pt. font Times New Roman
- Justified with syllabification
- Single-sided print

Please number all pages of your seminar paper or thesis. The cover sheet is not numbered. The table of contents starts with the Roman page number I. The subsequent

lists of abbreviations, index figures and tables are also numbered with Roman numerals. The text body and references should be numbered in Arabic. In case you are using an appendix, you may use either Roman or Arabic numbers.

Headlines may be highlighted according to their importance. Please note that use of different fonts, font sizes and indentations may be detrimental to the general typeface of your seminar paper or thesis. Since your thesis is not an official publication of LMU Munich School of Management, please refrain from using the university's logo.

3.2 Writing style

Define key technical terms that are used in your thesis. A technical term is a word or phrase that is not in a general-use dictionary with the meaning you ascribe to it.

Please avoid using abbreviations for the names of concepts or variables. Use the same name for a concept or variable throughout your text, tables, figures, and appendices. Names of organizations and research instruments may be abbreviated, but give the full name the first time you mention one of these.

Avoid language that might be interpreted as sexist, biased or denigrating. Do not use "he" or "she" exclusively. Using the plural - changing "the manager ... he" to "managers ... they" - is one solution; using "he or she" ("him or her") is another.

Write in the active voice ("They did it") instead of the passive voice ("It was done") to make it easy for readers to see who did what. Use the first person to describe what you did.

3.3 Thesis structure

Seminar papers and theoretical bachelor or master theses should be structured as follows:

- Cover page
- Table of contents (with page numbers)
- Index of abbreviations (if needed)
- Index of figures (if needed)
- Index of tables (if needed)
- Text body
    Abstract
  1. Introduction
  2. Literature review
  3. Discussion
        Theoretical implications
        Managerial implications
        Limitations and future research
  4. Conclusion
- References
- Appendix (if needed)
- Declaration of authorship
- Declaration of AI usage

Empirical master thesis should be structured as follows:

- Cover page
- Table of contents (with page numbers)

- Index of abbreviations (if needed)
- Index of figures (if needed)
- Index of tables (if needed)
- Text body
    - Abstract
    5. Introduction
    6. Theoretical framework
    7. Methodology
    8. Results
    9. Discussion
        - Theoretical implications
        - Managerial implications
        - Limitations and future research
    10. Conclusion
- References
- Appendix (if needed)
- Declaration of authorship
- Declaration of AI usage (including AI usage reflection)

The structure of your main part must be approved by your academic advisor.

3.4.1 Cover page

Please refer to the cover page templates in the appendix of this document.

3.4.2 Table of contents

The table of contents is a very important part of your thesis, as it shows how you understood and decided to present your topic. Ideally, the reader can see your thread of argumentation in the sequence of sections and subsections. We therefore advise you to triple-check the logic of your outline. Use consistent, meaningful and self-explanatory section titles. As a rule of thumb, each subsection should cover at least one page. Subsections on the same level should be of similar length. Please use the following scheme for your table of contents:

1 First-level heading
1.1 Second-level heading
1.1.1 Third-level heading

We recommend two levels for seminar papers and a maximum of three levels for bachelor and master theses.

3.4.3 Index of abbreviations, figures and tables

Please use abbreviations sparingly. Common abbreviations such as e.g. (exempli gratia, for example) need not be listed in the index of abbreviations. Topic-specific abbreviations (e.g. MNTs) have to be spelled out the first time you use them (e.g. "Diversity presents both opportunities and challenges to multinational teams (MNTs).") and listed in the index of abbreviations.

Please number tables and figures consecutively (one series for tables, one for figures). Figures, unlike tables, contain drawings (e.g., an arrow, boxes). Make sure your figures print out clearly. Figures as well as tables should be integrated into the text. They should also be referenced in the text, where their content should be indicated.

3.4.4 Text body

The sections of your seminar paper or thesis should follow a consistent logic and be weighed according to their importance. The following are typical sections of any thesis:

- Abstract: An abstract of no more than 200 words summarizes the purpose of the study, key findings and contribution to the current research debate.

- The introduction presents your research question and justifies your topic choice by indicating its topicality, theoretical and practical relevance. You may hook your readers with some key citations and give a very short summary of the current status in your research field to establish the research gap on which your research question is based. At the end of the introduction, please give a short preview of the following structure and the steps you will take towards answering your core question.

- In the literature review or theoretical framework of your thesis you need to define important concepts and technical terms before presenting central debates in your field of specialization. If you are working empirically, you develop your research questions or hypotheses based on the literature review.

- The methodology section of an empirical thesis needs to justify the chosen research design and transparently describe the research setting, methods of data collection and data analysis.

- In the findings section of an empirical thesis, you present, explain and interpret your data. This section is typically structured by the study's (sub)objectives.

- The discussion section typically contains subsections on theoretical implications, managerial implications, limitations and future research. The theoretical implications section elucidates how your research either supports, extends, or challenges current theories, underscoring the significance of your findings within your academic field. Managerial recommendations emphasize the importance of your findings from a practical point of view and develop recommendations for employees, leaders and corporations. In the limitations and future research section, you acknowledge shortcomings of your study, defend yourself against potential criticism and present ideas for further advancing your research field.

- The conclusion provides a very short "executive summary" of your main findings. Consider what you want your readers to remember after having read your thesis. Restate the best parts of your contribution in a few sentences to leave a lasting impression.

3.4.5 Appendix

In an appendix or appendices, you can present long but essential methodological details or other material that is used in your thesis but does not fit in the flow of your paper. Make sure to refer to all existing appendices in your text. Be concise. Label appendices "APPENDIX A," "APPENDIX B," and so forth. A substantive title, such as "Interview guideline," should follow. Label tables within appendices "Table A1," "B1," and so forth.

3.4.6 References

The list of references (bibliography) alphabetically lists all sources from which you took direct, indirect or secondary citations. Literature, which you read but do not cite in the text should not be listed here.

3.4.7 Declaration of authorship

A Declaration of authorship has to be attached to your work on the last page:

Ehrenwörtliche Erklärung

Ich erkläre hiermit ehrenwörtlich, dass ich die vorliegende Arbeit selbstständig angefertigt habe; die aus fremden Quellen direkt oder indirekt übernommenen Gedanken sind als solche kenntlich gemacht. Die Arbeit wurde bisher keiner anderen Prüfungsbehörde vorgelegt und auch noch nicht veröffentlicht.

München, den (Datum)   Unterschrift

Declaration of Honor

I do solemnly declare that I prepared this paper/thesis independently and that the thoughts taken directly or indirectly from other sources are indicated accordingly. The work has not been submitted to any other examination authority and also not yet been published.

Munich, (date)   Signature

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4 Citations

Whenever you use the thoughts and argumentation of others, you need to cite your exact sources in parentheses within your text. Every in-text citation needs to have a corresponding reference (see "References" below). Please follow the referencing guidelines provided by the Academy of Management: https://aom.org/research/publishing-with-aom/author-resources/editorial-style-guides

4.1 Citation types

You can either paraphrase the ideas of others in the form of *indirect citations* or reproduce their original statements in the form of *direct (verbatim) citations*. Please note that it is absolutely necessary to cite your sources also when you paraphrase ideas of others in your own words. Readers must be able to recognize how much of your text draws on a specific source.

> Example:
>
> A lack of lexical and syntactical proficiency in the shared language impedes knowledge sharing in multinational teams (Tenzer, Pudelko & Zellmer-Bruhn, 2021).

We speak of direct (verbatim) citations if part of a sentence, an entire sentence or several sentences are reproduced word by word from a literature source. Please avoid overusing this stylistic device. Good examples for direct citations would be quotes

of famous people, particularly poignant expressions of other authors or definitions. The beginning and end of a direct citation needs to be marked with inverted commas and a page number must be given.

Example:

With globalization, "a fundamental shift is occurring in the world economy." (Hill, 2022: 4)

Secondary citations are citations of an author A, which are not taken from A's original text, but from a secondary source by author B. Please make sure to take all citations, indirect and direct, from their original sources. In exceptional cases, in which you cannot get hold of the original publication, you need to add (A, cited according to B) to your citation.

Example:

(Smith, 2012: 7, cited according to Adams, 2020: 113)

Figures and tables need to be numbered consecutively and labelled with a citation, ideally formatted as a caption. If you reproduce the exact content of an existing figure, you need to keep its original caption and cite it as "Source: Author (Year): Page number". If you only use parts of a given figure, you cite it as "Adapted from: Author (Year): Page number". Label your own creations with "Author's own figure".

4.2 Order of citations

If you cite several publications to support one argument, order citations in parentheses alphabetically. Designate two or more works by one author (or by an identical group of authors) published in the same year by adding "a," "b," and so forth, after the year.

Examples:

Name and year:

Several studies (Adams, 2019; Bernstein, 2015, 2017; Celias, 2021a, 2021b) support this conclusion.

Year only:

But Van Dorn and Xavier (2022) presented conflicting evidence.

4.3 Multiple authors

If a work has two authors, give both names every time you cite it. For three through six authors, give all names the first time, then use "et al." in citations.

Examples:

Two Authors: (Tenzer & Yang, 2020)

First citation for 3-6 authors: (Hornikx, van Meurs & Tenzer, 2023).

Subsequent citation: (Hornikx et al., 2023).

Seven or more authors: Use "et al." even for the first citation. The corresponding reference should give all the names.

4.4 Citation with no author

For an article with no author, cite the periodical as the author. For reports, handbooks, and the like, cite the "corporate author" that produced them.

> Examples:
>
> Periodical as author: Analysts predicted an increase in service jobs (Wall Street Journal, 1999).
>
> Organization as author: Analysts predict an increase in service jobs in the U.S. Industrial Outlook (U.S. Department of Commerce, 1992).

4.5 Websites and electronic sources

Identify an author of one of the types discussed above (human, periodical, or corporate). Use a regular citation (author, year). A corresponding reference should be given (see "References" below). Do not give web addresses as in-text citations.

5. References

References are your entries in the alphabetical list, presented after the main part of your thesis. This list should **include only work you have cited**. Please follow the referencing guidelines provided by the Academy of Management (https://aom.org/research/publishing-with-aom/author-resources/editorial-style-guides). In cases which are not covered by the AOM guidelines, please use a way of referencing that comes closest to their philosophy.

5.1 Order

Alphabetize references by the last name of a sole author, a first author, or an editor, or by the name of a corporate author (for instance, U.S. Census Bureau) or periodical (such as the Wall Street Journal) if there is no human author or editor. Order works by an identical author by year of publication, listing the earliest first. If the years of publication are also the same, differentiate entries by adding small letters ("a," "b," etc.) after the years. Repeat the author's name for each entry.

5.2 Books

Follow this form: Last names, initials (separated by a space). Year. Title (*Boldface italic*, capitalize only the first letter of the first word and of the first word after a long dash or colon.) City where published: Name of publisher. Examples:

> Neeley, T. 2021. ***Remote work revolution: Succeeding from anywhere***. New York: HarperCollins.
>
> Reiche, B. S., Harzing, A.-W., & Tenzer, H. (Eds.). 2022. ***International human resource management*** (6th ed.)**.** London: Sage Publications.

5.3 Journals

Follow this form: Authors' last names, initials. Year. Title (regular type; same single-capital rule as for books). Name of Periodical (*boldface italic*, title-style capitalization), volume number (issue number): page numbers.

Example:

> Neeley, T. B., & Reiche, B. S. 2020. How global leaders gain power through downward deference and reduction of social distance. *Academy of Management Journal*, 65(1): 11-34.

If an article has no author, the periodical is referenced.

Example:

> *Harvard Business Review.* 2003. How are we doing? 81(4): 3.

If an article has no volume and issue or page number, which is sometimes the case for very recent articles that have not yet appeared in print, you do not include this in the reference. Do make sure to check with the journal first to make sure there really are no volume and issue or page numbers.

Example:

> Pudelko, M., & Tenzer, H. 2023. From professional aspirations to identity confirmation and transformation: The case of Japanese career women working for foreign subsidiaries in Japan. *Human Resource Management Journal*.

5.6 Chapters in books, including annuals

Follow this form: Authors' last names, initials. Year. Title of chapter (regular type, single-capital rule. In Editors' initials and last names (Eds.), Title of book: Page numbers. City: Publisher.

Example:

> Pinnington, A. H., Debrah, Y. A., & Rees, C. J. 2018. Training and development: Developing global leaders and expatriates. In B. S. Reiche, A.-W. Harzing & H. Tenzer (Eds.), *International human resource management* (6th ed.): 223-256. London: Sage Publications.

5.7 Unpublished works

These include working papers, dissertations, and papers presented at meetings.

Examples:

> Kalra, K. 2020. *The power of babel: language diversity, clusters, and the implementation of on-the-job training programs.* Unpublished doctoral dissertation, University of Victoria, Victoria, BC.

> Tenzer, H., Pudelko, M., & Zellmer-Bruhn, M. 2021. *The antecedents of team mental models in multinational teams.* Paper presented at the annual meeting of the Academy of Management, Virtual.

5.8 Electronic documents and websites

Websites, to which you refer in the text, are added to your reference list. Use the following format: Authors' last names, initial (separated by a space). Year. Title. Date of retrieval. Web address. Additionally, and if known, give the full title of the work it is part of (e.g. CARMA Working Papers).

Posts on sites usually also have authors (possibly the company itself) and the contributions usually have a name.

Example:

> McKibbin, W. J. & Fernando, R. 2020. The global macroeconomic impacts of COVID-19: Seven scenarios. Retrieved February 6th, 2024, from https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3547729

It has proven useful to organize citations and references using reference management software such as EndNote. For further information, e.g., on training courses, please consult LMU's Library. Do make sure to proofread all your citations and ensure they are in line with the format of the Academy of Management (https://aom.org/research/publishing-with-aom/author-resources/editorial-style-guides) when using such software to avoid errors.

6. Using AI in Academic Writing

ChatGPT (Chat Generative Pre-trained Transformer) is a chatbot based on an AI language model developed by OpenAI, which has been available to the public since November 30, 2022. This chatbot provides advanced and human-like responses to prompts, which has also led to a significant shift of the usage of AI in academic writing. In this section we provide points of reference for students writing papers and theses at the Professorship for International Management that aim to ensure that students use generative models and other AI tools responsibly and ethically. While generative models and other AI tools can aid students, it is crucial that students still develop critical thinking independently and take responsibility for their academic output.

6.1 How to use generative models and other AI tools for academic writing

What you can use generative models and other AI tools for:

Generative models, such as ChatGPT, and other AI tools can be used for searching for inspiration on your topic, retrieving a general first list of ideas or ideas for a title, as well as for the correction of grammar, proofreading and editing (e.g., to improve drafts for clarity and idiomatic quality). Students have to reflect critically on every AI-generated result.

What you can**not** use generative models and other AI tools for:

You should **not** use generative models, such as ChatGPT, and other AI tools to draft entire text passages (even if you then edit these further). Please also be careful not to simply copy and paste the chatbot's answers or uncritically adopt content from ChatGPT to avoid reproducing biases, unethical behavior, inaccuracies, false information or errors. You should validate every statement produced by ChatGPT. Do **not** forget to provide references for your claims and make sure you avoid plagiarism or violations of copyright by verifying the sources of ChatGPT's answers. While ChatGPT may give you some ideas for literature, these need to be verified carefully. Importantly, you must still conduct your own literature search and ensure clear reasoning in your text.

Students are responsible for any negative consequences that may arise from their work, such as accusations of plagiarism, copyright infringement, unethical discrimination, unlawful content, or errors. This includes the use of AI tools.

6.2 Declaring the usage of AI tools

Please include the following declaration at the end of you bachelor or master thesis or seminar paper, after the declaration of authorship:

Declaration of AI Usage

I declare that I have exclusively used *ChatGPT 4 (and/or any other AI tool, if applicable)* in my *thesis/paper* for the purposes listed below:

E.g.

- *Brainstorming on my topic*
- *Correction of grammar, proofreading and editing*

Prompts are available in the AI Usage Reflection.

I confirm that I have checked my *thesis/paper* and its text for unintended plagiarism and that I have verified all facts and references used from the ChatGPT output.

Munich, (date)   Signature

6.2 AI usage reflection

Accompanying your seminar paper or thesis, you are required to submit a one-page reflection on the utilization of AI tools throughout your writing process. Organize this reflection according to the specific purposes for which AI tools were employed. For each purpose, show exemplary prompts you provided to the AI, succinctly summarize the responses received, assess the quality and relevance of these responses, and specify how you integrated insights from these responses into your final work. Additionally, please reflect on the ethical considerations and accuracy of the information provided by AI, discussing any steps taken to verify the information used from AI tools. This reflection will not only help us understand how AI tools assisted in your research and writing but also ensure responsible and critical use of such technology in academic work.

Appendix 1 – Title Page for a Seminar Paper

LMU Munich School of Management
Professorship for International Management
Prof. Dr. Helene Tenzer

Title of the Seminar Paper

Seminar Paper for the Course
"Seminar Title"
Winter term/Summer term XXXX(/XXXX)

Submitted by: **Date of submission:**

First and last name   30th March 2024
Address
Phone number
E-Mail address
Matriculation number
Program of study, semester

Appendix 2 – Title Page for a Bachelor Thesis

LMU Munich School of Management
Professorship for International Management
Prof. Dr. Helene Tenzer

Title of the Bachelor Thesis

**Thesis Submitted in Partial Fulfilment of the Requirements
for the Degree of Bachelor of Science (B.Sc.)**

Submitted by: **Date of submission:**

First and last name   30th March 2024
Address
Phone number
E-Mail address
Matriculation number
Program of study, semester

Appendix 3 – Title Page for a Master Thesis

LMU Munich School of Management

Professorship for International Management

Prof. Dr. Helene Tenzer

Title of the Master Thesis

**Thesis Submitted in Partial Fulfilment of the Requirements
for the Degree of Master of Science (B.Sc.)**

Submitted by: **Date of submission:**

First and last name   30th March 2024
Address
Phone number
E-Mail address
Matriculation number
Program of study, semester

Appendix 4 – Example for a Table of Contents

Appendix 5 – Example for an Index of Abbreviations, Figures and Tables

Index of Abbreviations

CSR	Corporate Social Responsibility
GVTs	Global Virtual Teams
HRM	Human Resource Management
MNCs	Multinational Corporations

Index of Figures

Index of Tables

Appendix 6 – Example for a List of References

Bansal, P., & Corley, K. 2012. Publishing in AMJ – part 7: What's different about qualitative research? *Academy of Management Journal*, 55(3): 509-513.

Hall, E. T., & Hall, M. R. 2001. Key concepts: Underlying structures of culture. In: M. A. Albrecht (Ed.), *International HRM: Managing diversity in the workplace*: 24-40. Oxford, UK; Malden, MA: Blackwell Publishers.

Locke, K. 2001. *Grounded theory in management research*. London: SAGE Publications Inc.

Mantere, S., & Ketoviki, M. 2013. Reasoning in organization science. *Academy of Management Review*, 38(1): 70-89.

Marschan-Piekkari, R., Welch, D. E., & Welch, L. S. 1999a. Adopting a common corporate language: IHRM implications. *International Journal of Human Resource Management*, 10(3): 377-90.

Marschan-Piekkari, R., Welch, D. E., & Welch, L. S. 1999b. In the shadow: The impact of language on structure, power and communication in the multinational. *International Business Review*, 8(4): 421-440.

Morgan, G., & Smircich, L. 1980. The case for qualitative research. *Academy of Management Review*, 5(4): 491–500.

Myers, M. D. 2008. *Qualitative research in business and management*. SAGE Publications Ltd.

Neeley, T. B. 2017. *The language of global success: How a common tongue transforms multinational organizations.* Princeton University Press.

Pratt, M. G. 2009. From the editors. For the lack of a boilerplate: Tips on writing up (and reviewing) qualitative research. *Academy of Management Journal*, 52(5): 856-862.

Rynes, S., & Gephart Jr., R. P. 2004. From the editors: Qualitative research and the "Academy of Management Journal". *Academy of Management Journal*, 47(4): 454-462.

Siggelkow, N. 2007. Persuasion with case studies. *Academy of Management Journal*, 50(1): 20-24.

Stahl G. K., Maznevski M. L., Voigt A., & Jonsen K. 2010. Unravelling the effects of cultural diversity in teams: A meta-analysis of research on multicultural work groups. *Journal of International Business Studies*, 41(4): 690-709.

Tenzer, H., & Pudelko, M. 2016. Media choice in multilingual virtual teams. *Journal of International Business Studies*, 47(4): 427-452.

Trompenaars, F., & Hampden-Turner, C. 2020. *Riding the waves of culture: Understanding diversity in global business* (4th ed). McGraw-Hill.

Weiss, R. S. 1995. *Learning from strangers: The art and method of qualitative interview studies*. Simon and Schuster.