



Jun.-Prof. Dr. Sebastian Störmer

Guidelines for seminar papers/ bachelor/ master theses

Junior Professorship in Business Administration, esp. Human Resources
Management

Last updated: November 2025

Contents

1	General information about seminar/ bachelor/ master theses	3
2	General structure of seminar papers/ bachelor/ master theses	3
2.1	Title page/ cover page	4
2.2	Abstract	5
2.3	Table of contents.....	6
2.4	Tables and list of figures.....	6
2.5	Appendix.....	7
2.6	Short forms and list of short forms	7
2.7	List of symbols	7
2.8	Interviews	7
2.9	Survey	7
2.10	Declaration of authorship (Eidesstattliche Erklärung)	7
3	Specific body of the seminar paper, bachelor/ master thesis	8
3.1	Length of the seminar paper, bachelor/ master thesis.....	8
3.2	Style of presentation	8
3.3	Citation	9
3.4	Structure of contents	9
3.5	Quality and notation of references	10
3.6	Readability	12

1 General information about seminar/ bachelor/ master theses

The following guidelines apply to all seminar papers and equivalent written work, incl. "Hausarbeiten", bachelor and master theses written at the Junior Professorship in Business Administration, esp. Human Resources Management, Jun.-Prof. Dr. Sebastian Störmer. Adherence to these guidelines is mandatory for students and have to be considered in the final version of the submitted academic work.

Academic theses have to be submitted as follows:

- **Seminar papers:** One physical copy as well as two electronic versions (Word- and PDF-format). The seminar paper has to be submitted to the responsible supervisor(s) by the due date. Electronic versions should be sent via Email to the supervisors(s) on the date of submission. Additional materials, such as literatures used (e.g. journal articles), data sets, interview transcripts, have to be saved on the enclosed flash drive.
 - If the seminar paper has been produced as a team effort individual contributions need to be indicated and have to be discernible.
- **Bachelor/ master theses:** Two physical copies of the bachelor/ master thesis have to be submitted to the examination office by the due date (please check opening hours in advance). One of the physical copies should include the electronic versions of the thesis saved on a flash drive. Further, on the date of submission, two electronic versions (Word and PDF) of the thesis have to be submitted via Email to the responsible supervisor(s). Additional materials, such as literatures used (e.g. journal articles), data sets, interview transcripts, have to be saved on the enclosed flash drive.
 - Students are granted a predetermined amount of time for the completion and submission of their bachelor/ master thesis depending on the examination regulation that applies to the given student.

2 General structure of seminar papers/ bachelor/ master theses

Seminar papers as well as theses have to abide by the following structure:

1. Title page/ cover page (see: 2.1)
2. Abstract (see: 2.2)
3. Table of contents (see: 2.3)
4. List of figures (where required; see: 2.4)
5. List of tables (where required; see: 2.4)
6. Contents of the appendix (where required; see: 2.5)
7. List of used short forms (where required; see: 2.6)
8. List of used symbols (where required; see: 2.7)
9. Body (see: 3)
10. References (see: 3.5)
11. Appendix (where required; see: 2.5)
12. Interviews, including transcripts (where required; see: 2.8)
13. Survey questionnaires (where required; see: 2.9)
14. Declaration of authorship (see: 2.10)

The Junior Professorship in Business Administration, esp. Human Resources Management, places great emphasis on a high level of academic work patterns and adherence to corresponding standards of scientific work. The development of research questions or hypotheses has to be firmly rooted in theory and nascent related research. The chosen methodological approach has to be sound and appropriate in light of the overarching research interest. In particular, master students are encouraged to conduct empirically-based work using primary or secondary quantitative or qualitative data. The inference of strong implications for theory, research debate, and practice is another vital aspect of any academic work written at the Junior Professorship in Business Administration, esp. Human Resources Management. In terms of style, academic work should follow the structure of articles published in internationally recognized, peer-reviewed journals. English is the recommended language; however, it is also possible to write in German. Prior knowledge of empirical research methods, such as regression analysis, structural equation modeling, or content analysis, is considered helpful. If students have no prior knowledge of research methodology, students have to resort to self-study to obtain viable knowledge of research methodology. Advice on relevant literature and resources on research methodology can be obtained from the Junior Professorship in Business Administration, esp. Human Resources Management.

2.1 Title page/ cover page

Below is the depiction of an example cover page. Students may want to create their own title page; however, the information provided here has to be included.



Jun.-Prof. Dr. Sebastian Störmer

[Seminar title and course number]*

[Title of the seminar paper/ bachelor/ master thesis]

Junior Professorship in Business Administration, esp. Human Resources Management

[Bachelor/ master thesis]**

[an academic work of XX weeks/ months]**

Submitted by:

[First and last name]

[Matriculation number]

[Address]

[Telephone number]

[Email-address]

Supervisor:

Jun.-Prof. Dr. Sebastian Störmer

[2nd supervisor]

[Date of submission]

* Only required for seminar papers

** Only required for bachelor/ master theses. Please add the amount of time granted in accordance with the examination regulation applying to you.

2.2 Abstract

The theses should start with an abstract that includes the title and a short summary of the focus of the thesis and central findings (up to 200 words in length). The abstract should be

written in a 'reader-friendly' way that is informative for non-specialists as well. Do not use any reference citations in the abstract. In most cases, the authors write the abstract upon completion of their work. Furthermore, the abstract has to be written in English. This also applies to seminar papers/ theses written in German. At the end of your abstract, select three to six concise keywords that summarize the content and focus of your work.

2.3 Table of contents

The table of contents reflects the structure of the seminar paper/ thesis and shows the focus of the paper. Therefore, it is necessary that the headlines are significant (one word is not significant) and not double-used in different chapters. In order to structure the seminar paper/ thesis the student should use decimal numeration (e.g. 1, 1.1, 1.2, ...) in front of each headline and provide the page number where the chapter begins.

2.4 Tables and list of figures

All figures (including line drawings, maps, charts, graphs, diagrams, photos, etc.) and tables in seminar papers/ theses have to be listed separately and numbered continuously with a short and descriptive title as follows:

- Figures: Figure 1: ..., Figure 2: ..., etc.
- Tables: Table 1: ..., Table 2: ..., etc.

In general, titles of figures are **below** images and titles of tables are **above** them. Furthermore, they should be left-aligned. Each table or figure must have at least one sentence in the text that introduces it. The position of each table and figure in the text should be indicated on the page where it is introduced first ("Figure 1 shows ..."). Especially, tables should be understandable on their own. The text should just highlight the main points in a table and summarize its information, but not duplicate the details. Any necessary notes should be included in footnotes to the table.

The used figures and tables have to be listed (well-arranged) in a list of figures/ tables including the title and page number. Please use this format:

- Figures:
Figure 1: Conceptual model.....3
- Tables:
Table 1: Regression output.....8

Do not split tables and figures onto two pages.

All figures and tables which are not absolutely relevant for the argument but contribute to a better understanding should be located in the appendix. The lists of tables and figures for the appendix follow the same format as the lists for tables and figures in the main body of the text. Sources of all used figures and tables have to be cited carefully below the figures and

tables. Please indicate figures, tables, and examples which are self-made and those which are self-made but based on someone else's work.

2.5 Appendix

As mentioned in the last chapter, all items which are not absolutely relevant for the argument but contribute to a better understanding of the seminar paper/ thesis should be placed in the appendix. In most cases, survey questionnaires, transcripts of interviews, non-published sources, etc., can be found in the appendix.

2.6 Short forms and list of short forms

In general, the students should avoid using short forms in their seminar paper/ thesis for a better readability. However, the use of commonly used short forms like "etc". "sth" is allowed. These short forms do not have to be listed in the list of short forms. The first time when not commonly used short forms are mentioned in the text, the long form has to be used with the short form in brackets, e.g.: Human Resources (HR). These short forms have to be listed.

2.7 List of symbols

It is recommended to list all symbols in a separate list (compare 2.6) if more than ten symbols (e.g. Σ , α , etc.) are used.

2.8 Interviews

The list of interviews should contain the name of the interviewee or an anonymized interviewee code, the organizational position or job of the interviewee as well as location and date of the conducted interview. All interview dates should be ranked in an alphabetical order. Besides, the interview manual and the transcripts of each interview have to be added.

2.9 Survey

Please add the original format of the conducted survey, i.e. the survey questionnaire.

2.10 Declaration of authorship (Eidesstattliche Erklärung)

The declaration of authorship/ Eidesstattliche Erklärung at the last page has to contain the following:

Eidesstattliche Erklärung

Ich erkläre hiermit ehrenwörtlich, dass ich die vorliegende Arbeit selbstständig und ohne Benutzung anderer als der angegebenen Hilfsmittel angefertigt habe. Die aus fremden Quellen direkt oder indirekt übernommenen Gedanken sind als solche kenntlich gemacht. Die Arbeit wurde bisher in gleicher oder ähnlicher Form keiner anderen Prüfungsbehörde vorgelegt und noch nicht veröffentlicht. Ich bin mir bewusst, dass eine unwahre Erklärung rechtliche Folgen haben wird.

Ich erkläre mich damit einverstanden, dass die Arbeit mit Hilfe eines Plagiatserkennungsdienstes auf enthaltene Plagiate untersucht wird.

Dresden, Datum

.....

Unterschrift (Vor- und Nachname)

3 Specific body of the seminar paper, bachelor/ master thesis

3.1 Length of the seminar paper, bachelor/ master thesis

Seminar papers should usually have around 20-25 pages, incl. references, tables, and figures. Bachelor theses usually have around 30 pages, incl. references, tables, and figures. Master theses usually have around 40 pages, incl. references, tables, and figures. Appendices are not included in the word-count. Please note that not quantity but quality counts!

3.2 Style of presentation

Please use the following style of presentation throughout the whole seminar paper/ thesis:

- The font type should be 12-point Times New Roman.
- Line-spacing: 2 for all body texts, including abstract, references, endnotes and appendices.
- The text as well as the figures, tables and examples should be left-aligned or justified.
- Use one space, not two spaces, between sentences.
- Number all pages in your manuscript, starting with the abstract page (in Roman numerals) and continue with Arabic numerals for the body of your seminar paper/ thesis.
- Page numbers should be centered at the bottom of the page or in the upper-right corner.
- Use three levels of headings. Use bold-face for all three. Main headings (all capital letters, centered) are first. Second-level headings (title-style letters, flush left) are

next. Third-level headings (first letter of first word capitalized, indented, italicized, and run into paragraph) are next.

- Indent and italicize hypotheses.
- Margins should be 2.54 cm (1 inch) at the top, bottom, and sides of the page.

Note: Unless specifically indicated in these guidelines, the presentation and formatting should adhere to the **Academy of Management Journal (AMJ) style** (please see: <http://aom.org/Publications/AMJ/Welcome-to-AMJ.aspx> for more information).

3.3 Citation

Citations to the literature should be included in the text, not in the endnotes or footnotes. When citing a list of references in the text, put the list in **alphabetical order** and separate authors by semicolons; for example, “Several studies (Adams, 1994; Bernstein, 1988, 1992; Celas, 2000a, 2000b) support this conclusion.” If the name of an author is mentioned in the text, please cite as follows: “But Van Dorn and Xavier (2001) presented conflicting evidence.” 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: First citation: (Foster, Whittington, Tucker, Horner, Hubbard, & Grimm, 2000). Subsequent citation: (Foster et al., 2000). For *seven* or more authors, use “et al.” even for the first citation (but the corresponding reference should give all the names). To cite a direct quotation, give pages after the year, separated by a colon and a space. Example: Writing a book is “a long and arduous task” (Lee, 1998: 3). If an article or report has no author, you cite the journal, e.g.: “Analysts predicted an increase in service jobs (*Wall Street Journal*, 1999).”, or the corporate author, e.g.: “Analysts predict an increase in service jobs in the *U.S. Industrial Outlook* (U.S. Department of Commerce, 1992).”

3.4 Structure of contents

The body of each thesis is divided into three main parts: Introduction, main body (literature review, theoretical framework, derived model, empirical methods and analysis, results/findings), and discussion.

The introduction should state clearly the objective of the paper including the research question as well as the motivation and context of the research. In general, three questions should be addressed:

- **Why** is your research **important**?
- **What** are the research **gaps**?
- **What** are the **contributions** of your paper regarding the scientific debate related to your topic of research?

The main body includes a literature review of relevant articles, books and other items which have a direct link to the topic. The main constructs should be defined and the underlying theory of the research should be introduced. Quantitative papers should develop hypotheses based on theory. Qualitative papers should develop research questions. Conceptual papers

should comprehensively review the extant literature. If applicable, the empirical section should provide appropriate citations to the statistical methodology used and a complete explanation only if the methodology is new. Full details of conducted statistical analyses and results (quantitative papers)/ findings (qualitative papers) must be presented here as well.

The discussion should follow a standard structure: 1) brief summary, 2) theoretical implications, 3) practical implications, 4) limitations and avenues for future research. Emphasis should be placed on contributions to theory and research. The discussion should match the introduction and be based on the main body.

3.5 Quality and notation of references

The basis of excellent academic work is the use of relevant literature. The library of the TU Dresden (Sächsische Landes- und Universitätsbibliothek (SLUB)) offers a wide range of such literature which should be used to write the seminar paper/ thesis. To gain a first insight into a topic, books can be helpful. However, students should focus more on current articles in relevant high-ranked journals (mainly A- and B-ranked) instead of using books.

Journal quality in the domain of HRM can be assessed through the VHB-PERS-ranking:

<https://www.vhbonline.org/verband/wissenschaftliche-kommissionen/personal/vhb-rating-2024-personal>

If you conduct a thesis on an intersection between management and other areas, e.g. entrepreneurship, information systems, please also consider the relevant literature of the other area. In that case, please consult the corresponding journal ranking of the respective scientific commission within the VHB:

<https://www.vhbonline.org/verband/wissenschaftliche-kommissionen>

All references which are cited directly or indirectly in the seminar paper/ thesis have to be listed in the reference list at the end of the text in **alphabetical order by author name** (use the "corporate author" or the journal name where no individual author's name is given). The students should make certain that the reference for each citation in the text is complete, and that the cited dates and the spellings of the authors' names in the text and references are in agreement. Include full page range for all journal references and book chapters. Include both the volume and issue (number [if applicable], season, month, or date) for journal/periodical references. The following are examples of proper form for the reference list:

Journal/ periodical articles:

Shrivastava, P. 1995. The role of corporations in achieving ecological sustainability. ***Academy of Management Review***, 20(4): 936–960.

If an article has no author, the journal is referenced:

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

Books:

Granovetter, M. S. 1965. **Getting a job: A study of contracts and careers.** Chicago: University of Chicago Press.

Kahn, R. L., & Boulding, E. (Eds.). 1964. **Power and conflict in organizations.** Glencoe, IL: Free Press.

Chapters in books, including annuals:

Levitt, B., & March, J. G. 1988. Organizational learning. In W. R. Scott & J. F. Short (Eds.), **Annual Review of Sociology**, vol. 14: 319–340. Palo Alto, CA: Annual Reviews.

Dutton, J., Bartunek, J., & Gersick, C. 1996. Growing a personal, professional collaboration. In P. Frost & S. Taylor (Eds.), **Rhythms of Academic Life**: 239–248. London: Sage.

Unpublished works:

Duncan, R. G. 1971. **Multiple decision-making structures in adapting to environmental uncertainty.** Working paper no. 54–71, Northwestern University Graduate School of Management, Evanston, IL.

Smith, M. H. 1980. **A multidimensional approach to individual differences in empathy.** Unpublished doctoral dissertation, University of Texas, Austin.

Wall, J. P. 1983. **Work and nonwork correlates of the career plateau.** Paper presented at the annual meeting of the Academy of Management, Dallas.

Online documents:

The Investment Company Institute. 2004. Worldwide mutual fund assets and flows, third quarter 2003. <http://www.ici.org>. Accessed 4 February 2004.

Online journal articles / advance online publication articles :

Stoermer, S., Luring, J., & Selmer, J. 2020. Job characteristics and perceived cultural novelty: Exploring the consequences for expatriate academics' job satisfaction. **International Journal of Human Resource Management**, advance online publication March 30. doi.org/10.1080/09585192.2019.1704824

In cases that one author has published more than one work it is recommended that the works should be listed according to date – start with the oldest one. If there are several publications of one author within one year, you should add a, b, c, etc. to the publishing date in order to avoid confusion.

3.6 Readability

Write in an interesting, readable manner. Vary your sentence structure. Keep sentences short so the reader does not get lost before the end of a sentence. Do not write long, run-on paragraphs. Put sentences in the active voice (“I did”) instead of the passive voice (“It was done”) to make it easy for readers to see who did what. Use the first person (“I” or “we”) to describe what you did. Avoid using heavily technical terms. If you do use technical terms, either conceptual or analytical terms, define them when they first appear in the text. Long but necessary methodological details, such as explanations of the calculation of measures, should be placed in a separate appendix at the end of the manuscript. Check and correct spelling and punctuation before submitting your work. Be consistent in your capitalization, spelling, hyphenation and formatting throughout the paper. Avoid common usage errors such as “it’s” and “its”, “affect” and “effect”, and “that” and “which”. Singular (plural) nouns require singular (plural) pronouns and verbs. “Data” is a plural noun; “none” is singular. “Who” should be used for people; “that” and “which” for organizations. Avoid using “impact” as a verb. Use semicolons to help define long lists that include both groups and subgroups. If a clause is inserted in a sentence use paired commas to set off the clause.