

Vs.01.5

*(The **layout (formatting)** of the Master`s Thesis`s title page is not allowed to be modified under any circumstances! Delete complete content of this header section when finalizing your own title page!)*



**Hochschule für Technik
und Wirtschaft Berlin**

University of Applied Sciences

< Title of the Master Thesis >

Bachelor Thesis / Master Thesis

Name of the Study Programme

<Name>

Faculty 2

from

<Name> <Surname>

Date:

Berlin, DD.MM.JJJJ

1st Supervisor:

2nd Supervisor:

[Acknowledgement]

.....

[Copy of proposed conceptual formulation]

Abstract

- Highlighting major points being covered by thesis
- Describing the content and scope
- Using key words in an abstract is important as it enables the reader to find your report via electronic information systems

A short abstract can be a single paragraph. Otherwise, the following gives a possible structure:

First paragraph

- Stating what the thesis is about
- Simple statement of aims and methods

Second paragraph

- Explaining the structure of the thesis and giving a short overview of the content

Third paragraph

- Concluding statement and short summary of the results

To write an effective abstract, follow these steps:

- Writing the abstract should be done after you have finished the thesis
- Identifying the aims, methods, scope, results, conclusions, and recommendations of your thesis in key words
- Using your headings and table of contents as a guide
- Length of around half to one page

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Generate your *table of contents* automatically!

Take care of font type and size as well as spacing between lines and paragraphs within directories!

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All figures of the master thesis are listed in a table of figures with corresponding page numbers. If there is only one figure in the text, no table of figures is necessary.

*Generate your **Table of Figures** automatically!*

Take care of font type and size as well as spacing between lines and paragraphs within directories!

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All tabulations of the master thesis are listed in a list of tabulations with corresponding page numbers. If there is only one tabulation in the text, no list of tabulations is necessary.

Note:

Only in exceptional cases figures and tabulations are allowed to be put in the appendix. If figures or tabulations are taken from other references those have to be indicated via footnotes. If figures or tabulations taken from other references were changed or adjusted it has to be indicated what had been changed. In the case if figures or tabulations were created on someone`s own, this also has to be stated in the footnote. The listed figures and tabulations have to be understandable for the reader on their own. Eventually, legends shown in the original have to be transferred.

Generate your *List of Tabulations* automatically!

Take care of font type and size as well as spacing between lines and paragraphs within directories!

List of Abbreviations

Fig.	Figure
ISO	International Organization for Standardization
POS	Point of Sale
WECD	World Commission on Environment and Development

All functional relevant abbreviations have to be listed, also general definitions e.g. „EU“ (European Union). Abbreviations created by the author should only be used sparingly, e.g. for recurring fixed word combinations. Generally used abbreviations like e.g. or etc. will not be listed. Abbreviations are listed alphabetically in two columns. The left column shows the abbreviation, the right one the explanation. In principal, abbreviations have to be explained in the text the first time they occur. Usually there are no abbreviations in headings and titles

Generate your *List of Abbreviations* automatically!

Take care of font type and size as well as spacing between lines and paragraphs within directories!

List of Symbols

If mathematical, economic or technical symbols are used, they have to be defined in a separate list of symbols. In place they appear the first time, symbols have to be directly defined in brackets or by using footnotes.

Please use official formula symbols (as for example stipulated in the German DIN 1338).

Generate your *List of Symbols* automatically!

Take care of font type and size as well as spacing between lines and paragraphs within directories!



1. Introduction

Consider to write the introduction after you have completed your thesis. First, the starting position and the aimed objective are stated. Those are followed by the scientific problem that your thesis either solves or addresses. The next paragraphs should cover previous research in this area (those who had the idea or ideas first and those who have done the most recent and relevant work). This includes to cover sufficient references and leads to the explanation why more research in this field is necessary. Afterwards, the method which means the kind of treatment of the topic is explained and also the structure of the work is presented.

Note: When writing your master thesis, the following information serves as an overview and basic guideline how to organize a research work. A wide range of detailed information regarding scientific research working can be found for example in the following books:

- **Research methods for business students (5th edition)**

Mark Saunders, Philip Lewis and Adrian Thornhill (Chapter 2.5 and 14.3)

- **Teachers investigate their work**

Herbert Altrichter, Peter Posch, Bridget Somekh (Special attention on different research strategies)

- **The Complete Guide to Referencing and Avoiding Plagiarism (1st edition)**

Colin Neville (Chapter 10.)

2. General Guidelines for Master thesis

Length

The recommended average length of the thesis is 100 pages +/-10%. **Following pages are not included: Front page, table of contents, list of abbreviations, table of figures, list of tabulations, list of literature and appendixes.** If the length of the master thesis clearly deviates more than +/- 10% of approximately 100 pages there may be point deviation of the grade. In individual cases it may differ because it is the content and not the number of pages which will be evaluated. These cases should be agreed with the supervisors.

Numeration

There is no page number on the front page. The table of content and all indexes are numbered with Roman numerals. The following text starts with one - with Arabic numerals. The numeration with Arabic numerals continues with the list of literature and the appendix. The page number is written at the upper margin, either in the middle or on the right side. A headline - with title and chapter information - is possible.

The work may be supplemented by acknowledgments, dedications and similar. Since this is not part of the actual scientific text, these parts are not numbered and not included within the table of contents.

Outer Appearance

The master thesis is compiled as a bound book, in linen binding as hardcover and in the format DIN A4. The color of the linen binding should be dark grey or blue and the lettering in silver grey/metallic. The title of the master thesis and the name of the writer is written on the front side; on the spine the name of the writer is written.

External Structure

- binding
- empty page
- title page
- acknowledgement
- copy of the original conceptual formulation

In case that in **consultation** with the first supervisor topic and/or task have been changed, a short explanation/foreword which explains the changes has to be added.

- Abstract
- Table of contents
- Table of figures
- List of tabulations
- List of abbreviations
- List of symbols
- *text*
- Declaration of Authorship
- Consent of publishing the Master`s Thesis
- Appendix
- List of literature
- *empty page*
- binding

Text Formatting

The text is written with a computer-assisted word processor. Pages are labelled one-sided; Following has to be taken in account:

Font

Arial, Times New Roman or similar. **Font does not change** (this includes footers and numeration etc.). (In case of Arial, the size 12 pt and line spacing of 1.3 to 1.5 lines would be recommended as also applied within this document.)

Formatting

Continuous text and footnotes justified, titles and marking of figures and respectively **marking of tabulations left-justified**, with hyphenation and block text.

Footnotes

At the bottom of the respective page and not at the end of the chapter or text, separated from the text above with a **horizontal line** (regard the bottom margin of 2.5 cm), font size 10 pt., line spacing single spaced, justification, text of footnote is inserted

Further aspects

Text is clearly arranged by paragraphs and blank lines. A good overall impression should not be destroyed due to additional lines which have been squeezed in. Special design features (bold type, italic type or underlining etc.) are used consistent and comprehensible for the reader, but only in special cases.

Table of Contents

The pages of the table of contents until the list of symbols are numbered with Roman numerals, see example above. The numerals are aligned according to the letters of the heading above.

After finalizing, submit your thesis

- 3 hard copies of the Master`s Thesis (two copies for the supervisors and one copy for the library of HTW Berlin), in printed and bound form,
- Each copy must be accompanied by a CD (added in a bounded form), containing the.pdf form of the Masters` Thesis as well as the relevant digital results, that are conducted by software product(s).

3. Content-related structure of work

Every research work needs to have an explicit **formulation of question**, which the author has to define at an early stage. This formulation of question has to be communicated and later on this for example will be addressed within the introduction. Within this context following aspects have to be depicted:

- Which formulation of question do I want to cover?
- Why is it important?
- Why is it not trivial, has not been solved yet or simple to solve?
- Which empirical procedure am I going to choose for solving the kind of question?

Introduction: see page 1.

Within the **main part** of the research work the **actual treatment of the formulated question** has to be executed. Hereby, the author develops a new, complete, consistent argumentation-/evidence-/proof chain, from which comprehensive answers to the formulated question result.

Note:

If your **methodology** should contain **questionnaires which are filled via personal interviews (rather in the case of quantitative interviews)**, consider the following advice: As long as you obtain an official approval by the person being interviewed that the data of the filled questionnaire corresponds to his or her answers you do not need to transcript the whole interview (however this would be scientifically the correct way!!!) due to the additional effort not having influence on the final results. In the case of qualitative interviews transcriptions are applied in order to be able to evaluate the data correctly.

The **last part** contains the presentation of findings which result from the treatment of the formulated question. At this point the aim is to answer the formulated question. Within this context, the structure of the work should be represented again in order to show which steps were undertaken in order to answer the formulated question. Additionally, limitations of the research work, research gaps and recommendations of further undertakings should be depicted.

3.1 Literature review and evaluation

- Each research work has to be **built up on existing literature**. Referring to the literature has to be done adequately, critically and correctly and documented by its referencing.
- **Possibilities for search of literature** (not for all topics are all strategies relevant) are amongst others the usage of magazines, journals or periodicals, e.g.: Journal of Marketing, Journal of Marketing Research, Marketing Science, International Journal of Research in Marketing, Journal of Product Innovation Management, Management Science, Journal of Econometrics, Academy of Management, Academy of Management Review, Strategic Management Journal, Research Policy.

For more information, see <http://bibliothek.htw-berlin.de/en/literature/journals-journal-articles/>

- **Data banks** → <http://bibliothek.htw-berlin.de/en/literature/databases/>
- Reviewing the list of literature of interesting articles (→ first, search for current articles; those classical and relevant authors will be referenced).
- Important rule: First check the **relevance of an article** (introduction, figures, tabulations, conclusion) and then decide whether to use it.
- Tip: To design your body of structure at an early stage supports the actual targeting when searching for relevant literature. In this way it is easier to avoid digressing to other interesting topics which are (despite their interesting aspects) not really relevant for the targeted specific research topic. Additionally, structuring the body of structure at an early stage helps to find out which parts are still missing regarding literature and information.
- Fundamental rule: Do not trust anyone! References are not allowed to be taken over without reviewing them critically. Even professors can sometime be wrong.

- The quality of the work will not be evaluated according to the amount of applied references but according to the aspect if the applied references are able to answer the formulated question. However, a minimum of 30 scientifically references being able to cite have to be applied. A number below could possibly lead to grade depreciation.
- Choice of reference should comply with requirements of scientifically work. References to be able to cite have to contain self-reliant research work of the actual author. Therefore, textbooks, scripts, seminar reports or unpublished final reports should not be considered as of scientifically references.

3.2 Structure

The content-related structure of a scientifically research work depends on its formulated question and the applied method to answer this question as mentioned above. In context to this, in the following only a few general hints.

The body of structure should be balanced

- The length of a section should mirror its relevance for answering the formulated question.
- Important points which are placed on the same level within your body of structure should be of same relevance regarding the topic and subordinated to a common superior issue.
- The body of structure should not be too “deep”. In general, more than 4 levels of structure become rather incomprehensible. Additionally, more than 5 to 7 subchapters of one chapter should be avoided to keep it comprehensible.
- When creating a new level of structure, there have to be at least two subchapters. (Example: No 3.1.1, if there is not following 3.1.2.)
- An **excursus** should be avoided. They are suitable for textbooks. In scientific work however, they give the impression that the aspect treated cannot be classified within the actual context. If one aspect does not fit into an outline,

it is likely that the affiliation is inappropriate or that the aspect is not really relevant so that one can also forgo it.

- **Definitions** must be selected according to whether they are suitable for the treatment of the question.
- It is advisable **to first formulate the actual question** to be answered within the research work as well as the planned treatment of this question. Only in this way is a targeted work possible. Common mistake: A work contains irrelevant aspects. Hint: In each section, the question should be asked whether it really contributes to solving the formulated question.
- Three things that make you stand out: **Structuring, structuring and re-structuring!**
- It is convenient to create tabulations and figures as often as possible. They are the best structuring aid. Once a link has been shown in a tabulation or figure, the text is almost self-explanatory. Some tabulations and figures will only be of help to the author in the preparation of the work, but not in the work itself. But, as far as possible, you should use tabulations and figures as well, as they make the reading much easier for the reader.
- If an overview of different theories, models, methods or empirical studies is to be given, it is usually sensible to first classify or characterize them (see the table of references in the appendix of the document). What should never be done: simply stringing together study after study or model after model. A classification should give a complete overview of the available / known theories, methods, models and studies. If only the selected theories, methods, etc. are treated in the further work, at least a brief reference to the others should be given. It should be clear why the theories, methods, etc. that have been studied have been selected and not the others.

- If different theories, methods, models, studies are to be assessed, it is recommended to develop specific evaluation criteria in advance. Attention: In the subsequent assessment of the methods, etc., these criteria - and only these - must be taken as a basis.
- If a large number of empirical studies are available, it is often (not always) advisable to present selected studies in detail. More interesting is often to give an overview of the results of different studies. At this point, tabulation can be a supportive aid!
- If different empirical studies are to be presented, the extent to which the results are corresponding or contradictory has to be depicted.
- If the results of different empirical studies are contradictory, then it has to be explained why there are those differences. In this case, it is necessary, among other things, to consider the procedure of the investigations. What is required is not a general critique of different approaches. Rather, it is necessary to analyze to what extent the individual studies differ in their methodology and whether these differences can explain the divergence of the results.
- Hypotheses, experiences of practitioners, theoretical considerations or plausible knowledge must be distinguished from empirical results.
- Statements should be as precise as possible. It is extremely unsuitable to speak only of "relevant" data, sources, or influencing factors. Never should be mentioned vague "studies". As soon as empirical investigations are concerned, these have to be mentioned
- Undifferentiated judgments should be avoided. Rather, judgments must be justified. Own values of value are to be separated from factual claims. (This should not take you the courage to own judgment - but please justify!)

4 Formal structure of the work

4.1 Terms and text comprehensibility

- Please use **terms** as consistently as possible. For example, an attribute is not once described as variable and in another case as characteristic.
- **Headlines** – as in the structure – have to be informative but short. The structural part should have the length of at least one page but no longer two to three pages. Within the text those structural points have to be highlighted (e.g. bold font or larger font).
- **Comprehensibility** of the text can be improved via short sentences and simple but technical correct choice of words. Colloquial language, poetic stylistic devices and the change of termini should be avoided within scientific writing.

4.2 Tabulations and figures

Each figure and tabulation has the same font type as the continuous text. The content of tabulation however is written 2 pt. smaller than font size of continuous text (for Arial 10 pt. & Times New Roman 12 pt., but decide for only one which you use consistently). Tabulations and figures are framed. The number is written below the frame and afterwards the content of the table is written as title. **The reference is written in a footnote.** If the tabulation is a result of own data, it is written as (Reference: own tabulation). Tabulations and figures have to be numbered correctly and separately from each other. Indication of a concrete tabulation takes always place before the indicated tabulation. See tabulation below.

Text Text Text	Text Text Text	Text Text Text
Text Text Text	Text Text Text	
Text Text Text	Text Text Text	
Text Text Text	Text Text Text	

Tab. 1: Title of tabulation¹

¹ In conformity with last name of author year p. XX.

If the content from tabulations or figures of an original reference is taken 1 to 1 and you just rewrite exactly the same content again, you do not write that it is your own tabulation but have to put the reference in the footnote. If you change the content of tabulations or figures (not taking them 1 to 1), then you use (Reference: In conformity with last name of author year p. XX).

The link between ... and ... is shown in figure 1. **Indication of a concrete figure takes always place before the indicated figure.**

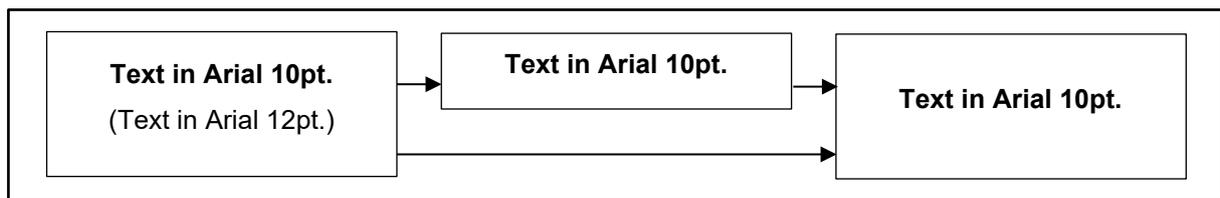


Fig. 1: Title of figure^{xy}

4.3 Footnotes

- Every thought taken from a reference – both from literal and analogous – has to be marked as such one. In general, every kind of scientifically research method is allowed. **However, we recommend to apply footnotes as it facilitates to trace back your chosen references.** Accordingly, the following footnotes serve as examples. Text text text text text text. Text text text text text text. Text text text text text text².
- **Next to references, footnotes present information to the text which would disturb the flow, e.g. long quotations, notes of the author or references to other parts of the master thesis.**

Numeration of Footnotes

- Footnotes have to be consecutively numbered overall the text. The raised number in the text refers to the respective footnote. In case the footnote refers to a sentence, the raised number stands before the punctuation mark, like comma or point, at the end of the sentence. **In case the footnote refers**

² Name and name year, p.XY.

→ citation of one reference with 2 authors

to a paragraph, the raised number stands after the punctuation at the end of the sentence, usually the point. The number is repeated at the end of the page at the left margin. The inserted footnote text stands right of the footnote number. Footnote texts are sentences, which start with a big letter (e.g. Cp.) and end with a point.

4.4 Further considerations when referencing

- Normally it is the case that a citation contains the analogous link to the original reference, which was actually read (!). Literal citations should only be used in exceptional cases.

Example for a literal citation:

„Preferred styles of referencing differ both between universities and between departments within universities. Even styles that are in wide use such as ‘Harvard’ vary in how they are used in practice by different institutions. When this is combined with the reality that some lecturers apply an adopted style strictly, whilst others are more lenient, it emphasizes the need for you to use the precise style prescribed in your assessment criteria. Within business and management, two referencing styles predominate, the Harvard style and the American Psychological Association (APA) style, both of which are author-date systems. The alternative, numeric systems are used far less widely.“³

³ Saunders *et al.* 2009, p. 572.

→ citation of one reference with 3 or more authors

Example for an analogous citation:

When giving a presentation, visual tools such as PowerPoint, using the white board or other forms of visual aid can be applied. Amongst others, those visual aids enable to enhance the presentation`s structure and finally particular enable to improve how the presentation`s content is perceived by the audience.⁴

- As far as possible, secondary citations should be avoided. If it is the case that they are not avoidable, then they are marked/ footnoted in the following way: ⁵
The original reference (in this case Name* year, p. XX) is not being listed in the list of literature!!!

- If more references of one author have the same year of publication, the number of year is marked with small letters (also in the list of literature!)
 - Müller yeara, p. XY.
 - Müller yearb, p. XY.

- In the case of three or more authors, the name of the first author is supplemented by *et al.*
 - Name *et al.* year, p. XX.

- Page- or column numbers of references have to be indicated exactly. This means that abbreviations such as p. or pp. should be avoided.

- Take care of a consistent method of referencing!

- Regarding the use of references from the internet following has to be mentioned: Indications of references are only reasonable if they are available. This is not ensured in the case of references taken from the internet.
 - All information taken from the internet has to be saved and to be given to supervisor. (Formation of delivery has to be clarified with your supervisor)

⁴ Saunders *et al.* 2009, p. 551.

⁵ Name* year, p. XX cited by name year, p. XX.

5 Assessment of the Master's Thesis

The points outlined below are intended to provide orientation for Master's Thesis assessment. It should not be assumed that every aspect applies to every thesis. They should however offer a frame of reference for assessment and final grading.

Basic academic requirements for Master's thesis:

- Proof of subject-related knowledge acquired during studies
- Ability to adopt a systematic and methodologically sound approach when engaging with a defined topic
- Proof of ability to independently tackle a given problem
- Ability to define and explore problems and apply (self-)criticism
- Quality of conclusions in terms of their originality, merit and reliability
- Ability to use logical and concise reasoning
- Correct formal presentation of the results

Overview of criteria

The final grade for the written thesis is based on a combined assessment of the content and fulfilment of the formal requirements:

5.1 Content assessment

Task/question:

- Has the task been understood?
- Have all main aspects been covered? Is the overall context clear?

Defining scope:

- Has the author defined and delineated the paper's focus?
- Have important aspects been omitted or only partly addressed?
- Has sufficient justification been provided if the focus has been reduced to certain key aspects?

Analysis of literature and materials:

- Has literature of an appropriate quality been used?
- To what extent is the literature used in the thesis?

Approach to problem solving:

- Is the argumentation logical, comprehensible, complete, objective and factual?
- Have individual aspects been insufficiently addressed?
- Is the argument's logical development suitable for the topic at hand?

Independent tackling of the subject:

- Have independent working hypotheses been developed?
- Have independent evaluations been made?
- Is the content essentially limited to description?
- Are the student's own ideas supported by appropriate argumentation?
- Are difficult individual questions addressed?
- Is it clear that the author has sufficiently explored and considered the topic?
- Have problems been identified? Have the problems been critically examined?
- Have any contradictions been identified and attempts been made to resolve them?

Methodology:

- What subject-specific knowledge does the author show when developing a solution?
- Is the choice of method for approaching the task sufficiently explained and justified?
- How was the topic addressed?
- Empirically/theoretically
- Comparatively/analytically
- Student's own investigations/surveys
- Structure
- Is the structure transparent, logically developed and effective for the topic?
- Is there a clearly identifiable goal? Is there a clear line of thought?

Quality of the results:

- Are the results clearly expressed?
- Do the results sufficiently answer the question?
- Are the findings new? Do they constitute progress in the context of the thesis topic?

- Have arguments/lines of reasoning been developed on the basis of evidence or proof?
- Do the developed arguments have any gaps and are they free of contradictions?
- Has supporting evidence been sufficiently researched and the relevant proof reliably demonstrated?

5.2 Formal assessment

Structure:

- Does the structure comply with the formal requirements?
- Is readability/clarity supported by a good structure?

Indexes and references:

- Have the necessary indexes been set up correctly and inserted in the correct places in the thesis?
- Have all the sources used in the text been correctly listed in full in the list of references? Does the list of references contain sources that were not used in the thesis?
- Are figures (diagrams, tables) correctly numbered in sequence and labelled?

Quotations:

- Have the principles for academic citations been observed?
- Is there a clear distinction between existing ideas and the author's own thoughts?

Design and content:

- Is there a cover sheet and has it been correctly implemented with regard to formal requirements and content?
- Has a signed declaration been inserted in the correct place in the thesis stating that the thesis has been independently written?
- Have the cover sheet, the introductory pages, all body pages and the annexes been presented in the correct layout (margin, line spacing) in a clearly legible form (size, justification, font) and numbered in the correct manner?
- Have figures and tables been selected and inserted appropriately?

Form: spelling, language, style:

- Is the line of reasoning clear, meaningful and logically structured?
- Is the terminology technically correct and expressed with appropriate language for an academic thesis?
- Does the thesis comply with spelling, grammar and punctuation rules?
- Has the thesis been printed in the required number of copies as specified in the Study Regulations (white paper, DIN A4, bound)?
- Have any other formal requirements (e.g. 100 pages for Master's thesis or if applicable number of characters) been observed?

5.3 Submission of the Master`s Thesis

The submission of the Masters` Thesis must occur latest till the fixed submission date (on the 1st or 2nd week of July – 4. Semester), that is stated in the **Official permission**. All student must submit the following documents till this date to the Facility Administration (Mr. Frank Stoll):

- 3 hard copies of the Master`s Thesis (two copies for the supervisors and one copy for the library of HTW Berlin), in printed and bound form,
- Each copy must be accompanied by a CD (added in a bounded form), containing the.pdf form of the Masters` Thesis as well as the relevant digital results, that are conducted by software product(s).

After the submission of the Master`s Thesis, both supervisors are grading the handed in Master`s Thesis. For more information about the evaluation criteria of the Master`s Thesis, please see the "[Information for evaluating the Master's Thesis](#)" document.

If the grading is at least `pass` by the two supervisors independently, the student can upload the .pdf version of the Master`s Thesis to the Finnish [Theseus system](#) at the case of Programm variante Ib.

5.4 Final Oral Examination

If the grading of the Master`s Thesis is `pass` by the two supervisors independently, the student can receive the official invitation for the Final Oral Examination (Colloquium) via e-mail from the Faculty Administration (Mr. Frank Stoll) within the 1st week of September (4. Semester).

The Final Oral Examination focuses primarily on the topic of the Master`s Thesis. The Final Oral Examination should be used to assess whether the student can independently explain the methodology and results of the thesis. It should also show whether the student has a sound knowledge and understanding of the subject areas relevant to the thesis and whether the student has the necessary presentation and communication skills.

On [ConREM Website](#) you will find essential information regarding the submission of the Master`s thesis and the Final Oral Examination (see "[Detailed description of the Final Oral Examination](#)" document). Additionally, you can find further important information in this context within the [FAQ - Studying](#) section on the HTW-webpage.

6 Conclusion

The last chapter of the thesis includes the conclusion which is characterized by a critical reflection of the content and results of the paper work. Besides, a summary and outlook should be given.

This chapter should refer again to the treatment of the formulated question. At this point, answers to the initial question are expected. In other words, the summary must be clear about what the reader has learned through the work. At this point do not state philosophical perspectives. When formulating the summary, it is also possible to check once again which parts of the work are really relevant. In the outlook, unresolved problems, questions of a continued interest, and recommendations for further approaches, which consider future developments should be given.

Take into account that a reader who read introduction and conclusion should get a good overview of the whole work!

Question: Which sections contribute to the achievement of the result presented in the summary?

Declaration of Authorship

I hereby declare that the attached Master's thesis was completed independently and without the prohibited assistance of third parties, and that no sources or assistance were used other than those listed. All passages whose content or wording originates from another publication have been marked as such. Neither this thesis nor any variant of it has previously been submitted to an examining authority or published.

Location, Date

Signature of the student

Note:

Take care of plagiarisms! Copying others' ideas, contents etc. without showing where the reference comes from counts as plagiarism. Useful information relating to this issue can be found under: <http://people.ucalgary.ca/~nurelweb/academic/plag.html>

Make sure to apply correct referencing as severe plagiarism leads to failing the master thesis and it can also be examined retrospectively.

Consent of publishing the Master`s Thesis

This page of the Master`s Thesis is optional. If you agree to publish the Master`s Thesis at the HTW Berlin library after a successful Final Oral Examination, then you should also attach the relevant formula here.

Appendix

Appendix A

.....

Appendix B

.....

The appendix contains texts, figures or tables which have not been made by the author and which are absolutely necessary for the thesis. This can be protocols of verbal interviews, forms, pages of catalogues or passages of laws. Extraordinarily, parts which would disturb the general flow of reading can be attached in the appendix. This can be calculations, formal deductions or in individual cases long quotations.

To every part of the appendix reference should be made in the text e.g.: „In practice this process is structured with forms (cp. the data sheet for cost data in the appendix, page 62):“

List of Literature

Generate your *List of Literature* automatically! This will help you also for applying the chosen style of referencing in a correct way.

In the list of literature all used references (only these, no further ones) have to be listed. The list of literature is arranged alphabetically by author names (if equal authors, then by number of year).

Author names have to be written completely. In the case required data is not known, the abbreviation na (no author), nd (no date/year), c. (circa) has to be used, e.g. (Hattersley c. 2004).

If there is no obvious author of a book, then use the Corporate name or Publication Name at this place, as for example in the following (Harvard style):

Mintel Marketing Intelligence. (1998). Designerwear: Mintel marketing intelligence report. London: Mintel International Group Ltd.

There exist different styles of referencing such as Harvard, APA, Chicago etc.. As Harvard and APA are wide spread referencing styles for academic writing, **Table 2** depicts the key differences between Harvard and APA styles of referencing in the text. **However, consider that the table below shows how to reference in the text and we still recommend to use footnotes as shown in chapter 4.3.**

Harvard style	APA style	Comment
Referencing in the text (Lewis 2001)	(Lewis, 2001)	Note punctuation
(Williams and Saunders 2006)	(Williams & Saunders, 2006)	'&' not 'and'
(Saunders <i>et al.</i> 2005)	(Saunders, Skinner & Beresford, 2005)	For first occurrence if three to five authors

(Saunders <i>et al.</i> 2005)	(Saunders <i>et al.</i> , 2005)	For first occurrence if six or more authors
(Saunders <i>et al.</i> 2005)	(Saunders <i>et al.</i> , 2005)	For subsequent occurrences; note punctuation
<p>Referencing in the references or bibliography</p> <p>Berman Brown, R. and Saunders, M. (2008). <i>Dealing with statistics: What you need to know. Maidenhead: Open University Press.</i></p>	<p>Berman Brown, R. & Saunders, M. (2008). <i>Dealing with statistics: What you need to know. Maidenhead: Open University Press.</i></p>	<p>Note use of 'and' and '&'</p>

Table 2: Key differences between Harvard and APA styles of referencing⁶

⁶ In conformity with Mark Saunders, 2009 p. 579.

The following gives examples how to apply the Harvard style to reference different types of references in the text or list of literature.⁷

Take care of putting the title in *cursive letter*!!!

The references of this *List of Literature* serve as examples for correct citing in Harvard Style. Look first here before addressing your supervisor with questions.

Berman Brown, R. and Saunders, M. (2008). *Dealing with statistics: What you need to know*. Maidehead: Open University Press. → **First edition**

Bonham-Carter, D. (2007) Career Change Questionnaire. *David's life coaching blog*. 10 Dec 2007. Available at <http://www.davidbonham-carter.com/2007/12/career-change-questionnaire.html> [Accessed 11 Dec. 2007]. → **Blog**

Browne, L. and Alstrup, P. (eds.) (2006). *What exactly is the Labour Force Survey?* Available at http://www.statistics.gov.uk/downloads/theme_labour/What_exactly_is_LFS1.pdf [Accessed 25 Dec. 2007]. → **Internet reports and guides**

Bruce Springsteen Live in New York City (2003). [DVD]. New York: Sony. → **Commercial DVD**

Department for Transport. (2007). *Adding capacity at Heathrow airport: consultation document*. Available at <http://www.dft.gov.uk/consultations/open/heathrowconsultation/consultationdocument/> [Accessed 25 Dec. 2007]. → **Internet reports and guides (no author)**

Department of Trade and Industry. (1992). *The Single Market: Europe Open for Professions, UK Implementation*. London: HMSO. → **Governmental publication; others (no obvious authors)**

Encarta 2006 Encyclopaedia. (2005). [CD-ROM]. Redmond, WA: Microsoft. → **CD-ROM, no obvious author**

European Commission. (2007). *Eurostat – structural indicators*. Available at http://epp.eurostat.ec.europa.eu/portal/page?_pageid=1133,47800773,1133_47802558&_dad=portal&_schema=PORTAL [Accessed 27 Nov.2007]. → **Internet site/specific site pages**

⁷ For more examples have a look at *Research methods for business students* (5th edition) by Mark Saunders et. al., Appendix 1 *Styles of referencing* (p.573-580)

Financial Times. Recruitment: lessons in leadership: moral issues are increasingly pertinent to the military and top corporate ranks, 11 Mar. 1998. [CD-ROM]. p. 32.

→ Newspaper article (from CD-ROM database, no obvious author)

Friedman, M., Friedman, R. and Adams, J. (2007). *Free to chase*. [CD-ROM]. Ashland, OR: Blackstone Audiobooks. → CD-ROM

Goldratt, E.M. (2005). *Beyond the goal*. [Audio CD]. Buffalo NY: Goldratt's Marketing Group. → Audio CD

Harley-Davidson Europe. (2007). *2008 make every day count*. Oxford: Harley-Davidson Europe. → Brochure

Hawkes, S. Umbro slashes England shirt production. *The Times*. 24 Nov. 2007, p. 63. → Newspaper article

Illingworth, N. (2001). The Internet matters: exploring the use of the Internet as a research tool. *Sociological Research Online*, Vol. 6, No. 2. Available at <http://www.socresonline.org.uk/6/2/illingworth.html> [Accessed 20 Mar. 2002]. →

Journal article only published online

King, N. (2004). Using templates in the thematic analysis of text. In C. Cassell and J. Symon (eds) *Essential guide to qualitative methods in organizational research*. London: Sage. pp. 256–270. →

Chapter in an edited book containing a collection of articles (sometimes called a reader)

Manno, D.F. (2007). Re. I got an email solicitation. Posted 6 Dec 2007. Survey Pro or Con? dfma...@mail.com [Accessed 10 Dec. 2007]. → Discussion list email (where emailer known)

Marshall, J.D. (1981). *Furness and the industrial revolution*. Beckermont: Michael Mintel Marketing Intelligence. (1998). *Designerwear: Mintel marketing intelligence report*. London: Mintel International Group Ltd → No obvious author

McPartlin, A. (2008). Email to M.N.K. Saunders re. Reviewers' feedback, 23 Nov. 2008. → Personal email

Moon (originally published by Barrow Town Council 1958). → Republished book

Morris, C. (2003). *Quantitative approaches to business studies*. (6th edn). London: Financial Times Pitman Publishing. → **Other than first edition**

Quality World. (2007). Immigration abuse. *Quality World*. Vol. 33, No 12, p. 6.
→ **Magazine article (no obvious author)**

Robson, C. (2002). *Real World Research*. (2nd edn). Oxford: Blackwell. Chapter 3. → **Chapter**

Saunders, M.N.K., Thornhill, A. and Evans, C. (2007). *Conceptualising trust and distrust and the role of boundaries: an organisationally based exploration*. Unpublished paper presented at 'EIASM 4th Workshop on Trust Within and Between Organisations'. Amsterdam, 25–26 Oct. 2007. → **Unpublished conference papers**

Saunders, M., Lewis, P. and Thornhill, A., (2009). *Research methods for business students*. 5 ed. Harlow: Pearson Education Limited → **Book**

Storey, J., Cressey, P., Morris, T. and Wilkinson, A. (1997). Changing employment practices in UK banking: case studies. *Personnel Review*. Vol. 26, No. 1, pp. 24–42.
→ **Journal article (originally printed but same as found online)**

The Money Programme. (2007). Episode. Last orders for Guinness. British Broadcasting Corporation Television broadcast, 11 Dec. 2007. → **Television or radio programme that is part of a series**

The Office Complete Series 1 and 2 and the Christmas Specials. (2005). Episode. Series 1 Christmas Special. [DVD]. London: British Broadcasting Corporation.
→ **Commercial DVD that is part of a series**

The right word at the right time. (1985). Pleasantville, NY: Readers Digest Association. pp. 563–4. → **Dictionary and other reference books where no author or editor and referring to particular entry**

The Times. Business big shot Steve Mankin, 24 Nov. 2007, p. 63.
→ **Newspaper article (no obvious author)**

The Today Program. (2008). British Broadcasting Corporation Radio broadcast, 6 Apr. 2008. → **Television or radio-program**

United Kingdom. (2005). *The Prevention of Terrorism Act*. London: The Stationery Office. → **Parliamentary papers including acts and bills**

Vogt, W.P. (2005). *Dictionary of statistics and methodology: a nontechnical guide for the social sciences*. (3rd edn). Thousand Oaks, CA: Sage. pp. 124–5. → Dictionary and other reference books where is an author or editor and referring to particular entry

Yang, D. (2008). Pendency and grant ratios on invention patents: A Comparative Study of the US and China, *Research Policy*. Available at <http://dx.doi.org/10.1016/j.respol.2008.03.008> [Accessed 14 May 2008].

→ Journal article for which corrected proofs are available online but which is still to be published