

# Guidelines for writing an academic assignment<sup>1</sup>

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<sup>1</sup> Written based on: Picot (2000): Richtlinien zur Gestaltung einer wissenschaftlichen Arbeit, partly modified

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## 1 Goal setting

These guidelines are especially written to demonstrate the design of an academic assignment such as a term paper or master thesis and should be considered as **binding**. For clarity and comparability reasons these **guidelines should be taken as a basis for a coherent**, exact and correct assignment. In order to realize the given guidelines MS Word terminology will be used. This should however not be interpreted as an advice or a recommendation as to which software should be used for writing the assignment. For illustrative purposes this document has been written according to the given guidelines.

## 2 General issues

### 2.1 Term paper

Inasmuch as there has been no other explicit agreement, the term paper should cover 20 Arabic numbered pages – not including tables and appendices (compare 2.3). Inasmuch as there has been no other agreement, a total of **two copies** of the term paper should be handed-in at the chair's office or with the mentoring assistant in a folder upon the agreed deadline. Furthermore, the term paper should be handed-in in a digital form (Word-File on CD or via e-mail).

### 2.2 Master thesis

The size of a master thesis is determined by the specifications provided by the examination office of HHL for each program. A total of **three bounded copies of the thesis, respectively two in the part-time-MBA program**, should be handed-in at the examination office during its opening times upon the agreed deadline and, moreover, a CD needed to be handed-in containing the thesis **(Word and PDF-File)** and all thesis-related materials in digital form.

## 2.3 External layout

The academic assignment has to be prepared on a consistent paper quality size DIN A4, where as only one side of a page is allowed to be printed on.

### Page Setting

The following margins should be applied:

Top: **exactly 2 cm** (this does not apply to page numbers)

Bottom: **exactly 1 cm**

Left: **exactly 3 cm**

Right: **exactly 3 cm**

### Symbol

Font: **Times New Roman 13 pt. or Arial 12 pt.** (consistent application throughout the whole document)

Font Cut: **Not specified**

Tracking: **Standard**

Spacing: **1.5**

### Paragraph

Paragraph: **blank line size 8 pt.**

The indentation of the following row is no longer applied!

### Footnotes

Font: **Times New Roman 11pt. or Arial 10 pt.**

Font Cut: **Not specified**

Tracking: **Standard**

Spacing: **1.5 between footnotes and single spacing within the same footnote**

The footnote section on each page should be made recognizable through a **short horizontal line**. Should a footnote extend itself until the next page, so should this be marked through a **long horizontal line**.

## **Numbering and order of pages**

### **Numbering**

Centered in the footer in 13 pt. Times New Roman or 12 pt. Arial

### **Order and type of numbering**

Title page	(Without numbering)
Optionally foreword	(Roman numbering)
Index	(Roman numbering continued)
Table of figures	(Roman numbering continued)
Optionally list of appendices	(Roman numbering continued)
List of abbreviations	(Roman numbering continued)
Text	(Arabic numbering)
Optionally Appendix	(Arabic numbering)
Bibliography	(Roman numbering continued)

Additionally a declaration of authenticity without numbering should be attached at the end of the master thesis (see appendix 7).

## **3 Index**

The index should give the reader a **quick overview** over the covered topic, the logical build-up and respectively the approach of the presented assignment. In this respect the index should be seen as the 'first impression' of the assignment. Consequently a balanced degree in form of an understandable as well as necessary detailed index should be used by author.

The **headings** chosen for the various chapters should reflect the content of the corresponding chapter in a concise manner. These headings should have the **same wording** in the index as in the chapter. As a page reference the respective first page of the chapter should be chosen.

The **numbering of headings** should, based on a first level for the main points according to the build-up of the assignment, in lower levels be broken down into sub-points, as long as the subject matter requires this. Here it should be considered that one level of classification is not allowed to be followed by just one bullet of classification (given a 4.1, there has to be a 4.2) and that the points on one level should take-up the same position. Numbering should be

carried out with Arabic numbers, where there should be **no dot** behind the last number (e.g. 4.2 or 3.4.2 and not 3.4.2.).

**Numbering and headings** in the index should be **left-aligned**, whilst the **page numbering**, which indicates the starting page of the respective chapter should be **right-aligned**. For reasons of clarity it is generally appropriate to indent sub-headings, this should however be weighted against the length and number of the respective headings. A draft of an index for graphic as well as orientation purposes can be found in appendix 1.

#### **4 Illustrations and tables**

Illustrations and tables are for illustrative purposes of in the text presented facts. If advantageous, a more extensive presentation of edited data and respectively for easier to understand illustrations should be displayed in the appendix (cp. 2).

The used illustrations and respectively tables should be **referred in the text**. Illustrations and tables should be successively numbered, given a concise **subtitle** describing the content and contain all **relevant sources**, if available.

#### **Examples**

##### **Self-provided illustration:**

Fig. 8: The 3 phases of a reorganization process

##### **Self-provided illustration following an idea from a literary source:**

Fig. 8: The 3 phases of a reorganization process, following Bolika (2001), p. 399.

##### **Adopted illustration:**

Fig. 8: The 3 phases of a reorganization process, Bolika, (2001), p. 399.

The same applies to tables. The chosen sub-titles should including the numbering be integrated into the **table of figures**. Hereby the corresponding numberings and respectively subtitles should be inserted left-aligned and the corresponding page numbers right-aligned (cp. Appendix 2 and 3).

## 5 Spelling

The use of abbreviations during the text should be avoided. However, the use of **commonly used abbreviations** (which you can find in common dictionaries – for Germany it is the ‘Duden’) is allowed. All used abbreviations have to be mentioned in the list of abbreviations.

**Not allowed** are abbreviations out of convenience (e.g. IaC for Information and Communication). In the specialty field commonly used abbreviations of a material character (e.g. IT) can be used. Likewise the use of **abbreviations** for newspaper references (e.g. ZfB, WIST, ZfbF, DBW) is common. This should however be **mentioned in the list of abbreviations**. The same applies to allowed abbreviations for institutions, organizations or companies (e.g. IHK, AOK, AEG).

The list of abbreviations should be written in alphabetic order (cp. for illustration appendix 4).

## 6 Quotations

### 6.1 Obligation and ability to quote

Should the author of an academic assignment **literally or analogously** base himself on the thoughts of others, obliges him to quote. He therefore symbolizes that the expressed opinion or thought **is not his own**, but that he has dealt and agrees with it. He wants to support his line of argumentation with the quote or for various reasons cannot affiliate to it. The main motive to quote therefore lies in the traceability of the expressed assertions as a mixture of the author’s own theoretical contribution and the handling of extrinsic ideas from existing references.

It is considered **a severe infringement of academic writing** to use extrinsic ideas without explicitly mentioning them. A violation of the obligation to quote (plagiarism) inevitably leads to **the assignment being graded ‘failed’**.

An obligation to quote basically only exists for parts that can be understood and checked by the reader. Consequently this usually applies to already published work or work that is about to be published. **Unpublished**, not publicly accessible material (e.g. statistical material of a company) has to be handed in

with the assignment in the **appendix** (at least partially) and is then quotable. Unpublished material should be an **exception** in an academic assignment. Prior to the use of such material, the authorization from the originator has to be obtained.

**As a matter of principle, the original source should be used** since the use of secondary sources poses the danger of pulling quotations out of coherence or misstating them etc. The use of secondary sources is only allowed when the original source is difficult or no longer able to be traced.

## 6.2 Types of quotations

One can fundamentally distinguish between literal and analogous quotations. Consequently both will be varyingly presented.

### 6.2.1. Literal quotation

A literal quotation follows the sense of a clear accentuation, which is relevant for the handling of a meaningful assertion. One should only use a literal quotation when it is important to present the exact wording, such as e.g. in definitions. Thereby one has to check that the literal quotation – pulled out of coherence – cannot be misinterpreted.

Quotations from German sources generally do not have to be translated. Other foreign sources however do need to be translated stating the details of the translator. The true to original translation requires a clear marking of possible deviations.

Should a sentence only partially, **meaning not fully be quoted**, the missing text modules need to be symbolized by “[...]” (first example see below). Should it be required to quote a **longer text passages** (e.g. long definition), so should these be raised through a separate paragraph in small writing (10 pt. Times New Roman, second example).

Should a quotation be longer than one page, so should this be marked with a “**pp. start page–end page**”. At this point it is anticipatory remarked that a reference should always be closed with one dot, though never with two dots at the end of a sentence! (correct: Picot; Böhme (1999), pp. 5-6.)

**Example:**

One benefit of outsourcing is the possibility to use economies of scales by reducing “[...] manufacturing costs through the aggregation of orders from different buyers.”<sup>2</sup>

Simchi-Levi et al. define Supply Chain Management as follows:

“Supply chain management is a set of approaches utilized to efficiently integrate suppliers, manufacturers, warehouses, and stores, so that merchandise is produced and distributed at the right quantities, to the right location, and at the right time, in order to minimize system wide costs while satisfying service level requirement.”<sup>3</sup>

### **6.2.2. Analogous quotation**

Generally the analogous quotation is used more commonly. Its purpose is to use opinions of other authors for the development of trains of thought. Besides, with their help own expressions based on the thoughts of recognized academics can be supported. The analogous quotation can replace the literal quotation if **the repetition of the exact wording is not absolutely deemed necessary.**

**Example:**

In large organizations today performance- as well as steering processes are organized by division of labor.<sup>4</sup>

Hereby, as already mentioned in 6.2.1, the use of “p.” and “pp.” should be more frequent. Yet, the **multiple quotation** of whole sentences or paragraphs from a source with only **slight alterations** of the original phrasing should be avoided. Should in addition the same footnote be used per sentence or paragraph, this leads to **an unnecessary grouping of “cp.” quotations.** Here it is more appropriate to quote literally, since the personal contribution of the writer would only consist of a linguistic reformulation.

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<sup>2</sup> Simchi-Levi et al. (2003), p. 180.

<sup>3</sup> Simchi-Levi et al. (2003), pp. 1-2.

<sup>4</sup> Cp. Picot; Böhme (1999), pp. 5-8.

### 6.3 Quotation technique

Summing up, this paragraph states the main points in relation to quotations. The quotation within an academic assignment has of course to be in a **consistent manner**. Literal quotations have to be highlighted through quotation marks (cp. 6.2.1), whilst this is not the case for analogous quotations. **Omissions** in literal quotations have to be highlighted through (...). Possible **extensions** to literal quotations have to be **put in brackets** and should include the note “**note from the author**”. Those **accentuations** existing in the original source either have to be carried over or highlighted. **Subsequent accentuations** have to be highlighted with a footnote and the addition: Extension by the author (**ext. by the author.**).

Also sources, which are only **quoted analogously** have to be **accounted** for accurately. In contrast to literal, the footnote in analogous quotations is introduced with the addition: **Compare (cp.)**. The footnote has to be highlighted through a figure in superscript (possibly in brackets) at the end of the marked passage (behind the last quotation mark) or respectively the analogous extraction. Analogous quotations are valid for the through footnotes marked passage or respectively, if not noted differently, **for the sentence** at whose end the footnote symbol stands. In any case footnotes should be numbered consecutively and as a matter of principle the page number of the used quotation should be given.

The use of the **quotation method “pp.”** should only be made to a limited extent, since here each time one refers to extensive, several page long passages and it is up to the reader to look up and interpret the relevant passage himself.

There is **no differentiation** between an initial and a follow-up quotation. In the text, only the so called “**short quotation method**” (cp. Footnotes 1-3) is used, whilst the **complete reference only exists in the bibliography (cp. 7)**. The short quotation is constructed from the following elements:

- Cp. – only in case of an analogous quotation
- The Author’s surname (e.g. Rosenstiel)

- Possible peerages (e.g. Rosenstiel, v. – for: von Rosenstiel)
- From three authors/editors or more the first name with the note “et al.” is sufficient
- Year of publication in brackets
- Page reference and the source with a closing dot
- If an internet-source is used, the Author’s surname is replaced by the URL and the exact date, when the internet-source is viewed, is put in brackets

**Example literal quotation:**

Picot; Böhme (1999), p. 37.

The relevant reference in the bibliography looks as follows:

**Picot, Arnold; Böhme, Markus** (1999): Controlling in dezentralen Unternehmensstrukturen, München (Vahlen), 1999.

**Example analogous quotation:**

Cp. Picot; Böhme (1999), p. 37.

The relevant reference in the bibliography looks as follows:

**Picot, Arnold; Böhme, Markus** (1999): Controlling in dezentralen Unternehmensstrukturen, München (Vahlen), 1999.

**Example literal quotation of an internet-source:**

<http://www.11.informatik.tu-muenchen.de/EFI> (07.01.1997)

The relevant reference in the bibliography looks as follows:

**Bayerisches Staatsministerium für Unterricht, Kultur, Wissenschaft und Kunst** (ed.) (1995): Wissenschaftliche Informationen im elektronischen Zeitalter – Bericht der Sachverständigenkommission Elektronisch Fachinformation (EFI) an den Hochschulen in Bayern, elektronisch veröffentlicht: URL: <http://www.11.informatik.tu-muenchen.de/EFI> [status 07.01.1997]

Should **one on the same page** directly one after another **quote several times from the same writing of an author**, the following footnotes on this page have to be simplified through **ibid, p.** (note: *ibid* (Latin) = short for *ibidem*)

Example:

<sup>1</sup> Picot (1999), pp. 48-51.

<sup>2</sup> *Ibid.*, p. 5.

<sup>3</sup> Cp. *Ibid.*, p. 8.

Analogously to literature quotes one should account for numbers and primary statements through references.

#### **6.4 Special characteristics when quoting legal sources**

In legal literature there are several additional forms of sources:

- Text of a law
- Commentaries
- Jurisprudences

**Texts of a law** can by **stating the paragraph** or the article, if applicable the paragraph and the sentence, be quoted literally. In case of generally known texts of law one can omit a quotation in the footnote and the relevant reference to the bibliography.

Example:

BGB § 443 para. 1, phrase 2: Der Verkäufer eines Rechtes ist verpflichtet, dem Käufer das Recht zu verschaffen und, wenn das Recht zum Besitz einer Sache berechtigt, die Sache zu übergeben.

The respective text of law abbreviation such as BGB, HGB, GWB, UWG has to be **included in the list of abbreviations**.

In contrast to legal courses of action the quotation should be more extensive in our faculty. Hereby one should list:

- Author(s)
- Year of publication in brackets
- Title of the commentary
- Title of the commented law
- Paragraph, if applicable recital, note and others
- Place of publication
- Year of publication
- Page

**Example:**

Footnote:

Cp. Talbot-Thomas (1979), UWG, § 14, note 10, p. 110.

Bibliography:

Talbo-Thomas, Anna (1979): Kommentar zum Unlauteren Wettbewerb (UWG), § 14, note 10, Frankfurt / Main 1979, p. 110.

It is advisable to quote commentaries literally **only in exceptional cases**. Often, an analogous quotation is more than sufficient.

Excerpt for the above mentioned footnote:

One constitutes someone as publisher, if he reproduces or distributes prints for his own account.

Also **jurisprudences should generally only be quoted analogously**, an exception being the so called “guideline” of history. For quotations it is again advisable to use a more extensive approach than done by legal practitioners. In order one should list:

- Court, if applicable the place of the court
- Date of the decision taken
- Number of decision taken (lower instances can be left out)
- If applicable curatorial keyword
- Source of the imprint
- Page(s), if applicable “with note by ...”.

The court of law should hereby be abbreviated (e.g. BGH, BVerfG, OLG, LG), the place of the court only has to be mentioned if there are several coequal courts (e.g. OLG Hamm). The curatorial keyword is sometimes replaced by a keyword of the editorial department. This can also be done, as long as it explains the content of the decision mentioned.

Footnote:

Cp. BGH, 10.11.83 - I ZR 107/81, “Gebrauch der Abkürzung “WSV” (1984), pp. 196–197.

Cp. BKartA, 5.5.83 - B9-712000-T-1019/81, “Coop Bremen“ (1983), pp. 621–639.

Cp. OLG Frankfurt, 4.10.79 – 473/79 “Feiertagsbesichtigung“ (1980), pp. 64–66.

Bibliography:

**BGH**, 10.11.83 – I ZR 107/81, “Gebrauch der Abkürzung “WSV”, printed in : WRP No. 4/84, p. 196 – 197.

**BkartA**, 5.5.83 – B9-712000-T-1019/81, “Coop Bremen“, printed in: WuW No. 7/8/83, p. 621 – 639.

**OLG** Frankfurt, 4.10.79 – 473/79 “Feiertagsbesichtigung“, printed in: GruR No. 1/80, p. 64–66, with notes from Traub.

In case there have been several decisions taken by the same court on the same day, the file reference needs to be mentioned additionally. In the bibliography all quoted decisions have to be listed in alphabetic order and in order of the date of publication (starting with the further date back).

## 7 Bibliography

### 7.1 General structure

The bibliography should **only** contain those **sources** which are **being referred to** in the text and in the corresponding footnotes. I.e. sources, which were consulted as familiarization with the material or for general understanding purposes, which however were **not explicitly referred to** in the text or in a footnote, should not be included in the bibliography.

References should be **listed in alphabetic order** and sorted according to the **author's surname** (e.g. Coase, Ronald H. comes before Ripperger, Tanja). Should several texts by the same author be listed, when sorting them one should first take into consideration **the number of authors** (e.g. Picot, Arnold (2000) before Picot, Arnold, Sennewald, Nicola (2001)) and then the **internal alphabetic order** (e.g. Picot, Arnold; Dietl, Helmut; Franck, Egon (1999) before Picot, Arnold; Reichwald, Ralf; Wigand, Rolf T. (2000)) before the year of publication (e.g. Picot, Arnold; Reichwald, Ralf; Wigand, Rolf T. (1998) before Picot, Arnold; Reichwald, Ralf; Wigand, Rolf T. (2000)). Several publications by the same author within one year should be differentiated by small letters (e.g. Picot, Arnold (2001a) and Picot, Arnold (2001b)).

The above mentioned sources should serve as an example for the sequence:

#### Example:

**Coase, Ronald H. (1937)**

**Picot, Arnold (2000)**

**Picot, Arnold (2001a)**

**Picot, Arnold (2001b)**

**Picot, Arnold; Sennewald, Nicola (2001)**

**Picot, Arnold; Reichwald, Ralf; Wigand, Rolf T. (1998)**

**Picot, Arnold; Reichwald, Ralf; Wigand, Rolf T. (2000)**

**Ripperger, Tanja (1998)**

In order for the **references mentioned in the bibliography to be complete**, the following details are necessary. Unpublished sources, which cannot be included in the bibliography due to their extensiveness, have to be handed in at the chair.

## **7.2 Monographs and other independent publications**

- Surname and first name of the author in full letters, the middle name only abbreviated
- Year of publication in brackets
- Title and subtitle of the cited text, if at hand
- Place of publication, if several places of publication only the first one in full letters and highlighting the others through et al.
- Publisher in brackets
- Year of publication

### **Examples:**

**Dietl, Helmut** (1991): Institutionen und Zeit, Tübingen (Mohr), 1991.

**Franck, Egon** (1995): Die ökonomischen Institutionen der Teamsportindustrie: Eine Organisationsbetrachtung, Wiesbaden (Gabler), 1995.

**Ripperger, Tanja** (1998): Ökonomik des Vertrauens – Analyse eines Organisationsprinzips, Tübingen (Mohr) 1998.

**Potterfield, Thomas A.** (1999): The Business of Employee Empowerment, Westport / Connecticut (Quorum Books), 1999.

### 7.3 Articles in collected editions

- Surname and first name of the author in full letters, the middle name only abbreviated. In case of several authors these are separated (see example) by semicolons.
- Year of publication in brackets
- Title of the publication
- Notation of the edition including the publisher, introduced "in:" (first name here only in abbreviation)
- Specification of the issue of the edition
- Place and year of publication
- Publisher in brackets
- Page- or respectively column reference (from – to)

#### Examples:

**Picot, Arnold; Neuburger, Rahild** (1995): Agency Theorie und Führung, in: Handwörterbuch der Führung, hrsg. v. Kieser, A., issue 10, 2. neugestaltete Aufl., Stuttgart (Schäffer-Poeschel), 1995, Column 14-21.

**Picot, Arnold** (1991): Ökonomische Theorien der Organisation – Ein Überblick über neuere ökonomische Ansätze und deren betriebswirtschaftliches Anwendungspotential, in: Betriebswirtschaftslehre und Ökonomische Theorie, hrsg. v. Ordeltjeide, d.; Rudolph, B.; Büsselmann, E., Stuttgart (Poeschel), 1991, p. 143-170.

**Picot, Arnold** (1999): Konsequenzen neuer Informations- und Kommunikations-Technologien für die Unternehmensführung, in: Schriften der Gesellschaft für Wirtschafts- und Sozialwissenschaften des Landbaues e.V., issue 35, Münster-Hiltrup (Landwirtschaftsverlag), 1999, p. 3-16.

#### 7.4 Articles in Journals and newspapers

Surname and first name of the author in full letters, middle name only abbreviated. In case of several authors these are separated (see example) by semicolons.

- Year of publication in brackets
- Title of the publication
- Title of the journal or respectively newspaper
- Issue, volume (as far as possible), number, month (number and month are only necessary if pages are not numbered in volumes)
- Page (from – to)

##### Examples:

**Picot, Arnold** (1991): Ein neuer Ansatz zur Gestaltung der Leistungstiefe, in: Zeitschrift für betriebswirtschaftliche Forschung, Vol. 43, p. 336–357.

**Picot, Arnold; Neuburger, Rahild; Niggli, Hans** (1991): Ökonomische Perspektiven eines “Electronic Data Interchange“, in: Information Management, Vol. 6, No. 2, p. 22–29.

**Sjurts, Insa** (1998): Kontrolle ist gut, ist Vertrauen besser?, in: DBW, Vol. 58, No. 3, p. 283 – 298.

#### 7.5 Research reports and discussion papers

Surname and first name of the author in full letters, the middle name only abbreviated. In case of several authors these are separated (see example) by semicolons.

- Year of publication in brackets
- Title of the publication
- Type of publication (manuscript, discussion paper etc.)
- Place of publication

##### Examples:

**Engelmann, Dirk** (1997): Survival of Trustworthiness as a Consequence of a false consensus Effect, Manuscript, Humboldt-Universität zu Berlin.

**Güth, Werner; Kliemt, Hartmut** (1995): Evolutionary Stable Co-operative Commitments, Discussion Paper Economics Series Nr. 54, Humboldt-Universität zu Berlin, 1995.

## 7.6 Internet sources

The reference to internet sources requires a **different representation and treatment** due to the dynamic nature of the source. A clear identification is given by the Uniform Resource Locator (**URL**). The reference is composed as follows:

- Surname and first name of the author in full letters, middle name only abbreviated. In case of several authors these are separated (see example) by semicolons. Should the author be unknown, this has to be highlighted through anon. (anonymous).
- Year of publication in brackets
- Title of the contribution
- URL: Schema://Internet-Protocol-Type/Path [status DD.MM.YYYY]

For the **schema**, the relevant internet provider has to be mentioned (e.g. “ftp”, “http”, (WWW), “news”, “telnet”). The **Internet-Protocol-Type** indicates the address of the server where the information is provided. The path labels the corresponding directory and the name of the file on the provided server. Here it is important to ensure the accuracy of the details (e.g. Dots, dashes, small-capital letters etc.) provided. Should the internet source be longer than one row, so should the separation be indicated by a “/” without the utilization of additional signs, such as a dash. Should the source only be accessible through a certain gateway (e.g. a mailing list), so should this be **indicated separately**. Furthermore the whole information has to be complemented by the status (date specification) at which the content was accessed to document the last point in time when the information was accessible or retrievable. Since, as already mentioned, the source has a dynamic nature it is advisable to keep a **copy of the relevant reference** for possible further queries.

## **Examples:**

### **Short quote:**

Bayrisches Staatsministerium für Unterricht, Kultus, Wissenschaft und Kunst (ed.) (1995), [Status 07.01.1997].

Okerson (1991), [status 03.01.1995]

### **Bibliography:**

**Okerson, Andrew** (1991): The Electronic Journal – What and When?, accessible through an email with the content get okerson prv2n1 to: listserv@uhupvm1.uh.edu [status 03.01.1995]

**Bayerisches Staatsministerium für Unterricht, Kultus, Wissenschaft und Kunst** (ed.) (1995): Wissenschaftliche Informationen im elektronischen Zeitalter – Bericht der Sachverständigenkommission Elektronisch Fachinformation (EFI) an den Hochschulen in Bayern, electronically published: URL: <http://www.11.informatik.tu-muenchen.de/EFI> [status 07.01.1997]

## **7.7 Articles from legal sources**

- Court
- If applicable place of court
- Date of publication
- Decision number
- If applicable official keyword
- Source of the imprint
- If applicable notes

### Examples:

**BGH**, 10.11.83 – I ZR 107/81, “Gebrauch der Abkürzung WSV“, printed in: WRP No 4/84.

**BKartA**, 5.5.83 – B9-712000-T- 1019/81, “Coop Bremen“, printed in: WuW No. 7/8/83, p. 621 – 639.

**OLG Frankfurt**, 4.10.79 – 6473/79, “Feiertagsbesichtigung“, printed in:GRuR No. 1/80, p. 64 – 66, with notes from Traub.

## 7.8 Other sources and information material

- Publisher
- Year of publication
- Title
- Edition
- Volume
- Place of publication

### Examples:

**Statistisches Bundesamt** (ed.) (1996): Fachserie C, Unternehmen und Arbeitsstätten, 2nd Edition; Kapitalgesellschaften, I. Abschlüsse der Aktiengesellschaften, Geschäftsjahr 1964, Stuttgart and others. (Statistisches Bundesamt).

**Spiegel-Verlag** (ed.) (1982): Der Entscheidungsprozeß bei Investitionsgütern – Beschaffung, Entscheidungskompetenzen, Informationsverhalten, Spiegel-Documentation, Hamburg (Spiegel).

## **7.9 Note**

Should these guidelines have left out certain aspects, so should one in this regard contact the Chair of IT-based Logistics.

## **8 References**

**Bänsch, Axel** (1992): *Wissenschaftliches Arbeiten – Seminar- und Diplomarbeiten*, München et al. (Oldenbourg).

## **9 Appendix**

The appendix should only include those items, which in the text component of the assignment would disturb the flow of the content, but however are necessary to understand the line of argumentation (e.g. images, data evaluations, empirical evidence, questionnaires, large tables, longer formula derivations and the like). Should one conduct expert talks and the like within the scope of the assignment, one has to include protocols of these talks in the appendix to ensure the transparency of the academic approach taken. In some cases it is advisable to include contributions from communication networks such as e.g. the internet in a copied or printed form in the appendix.

## APPENDIX

### *Appendix 1: example of an index*

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**Appendix 4:** *example for a list of abbreviations*

## LIST OF ABBREVIATIONS

DBW	Die Betriebswirtschaft
IHK	Industrie- und Handelskammer
ITLOG	IT-based Logistics
...	...

# **Benchmarking as an instrument of performance-oriented leadership along the IT-based Logistics Chain**

Seminar paper

Handed-in with: Prof. Dr. Iris Hausladen

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MBA Program

2<sup>nd</sup> Semester

Glückweg 99

04109 Leipzig

Hand-in date: 2<sup>nd</sup> of January 2007

# **Benchmarking as an instrument of performance-oriented leadership along the IT-based Logistics Chain**

Academic assignment to obtain the title of a “Master of Science” at HHL –  
Leipzig Graduate School of Management

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***Appendix 7: example of a declaration of authenticity***

**DECLARATION OF AUTHENTICITY**

I hereby honorably declare that the presented assignment is my own work; thoughts directly or indirectly taken from external sources have been highlighted as such.

The assignment has so far not been presented at any other examination board and also has not been published yet.

Leipzig, 2<sup>nd</sup> of January 2007

(Signature)