



UNIVERSITÉ DE FRIBOURG
UNIVERSITÄT FREIBURG

Chair of Strategic Entrepreneurship
Under the supervision of
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www.unifr.ch/management

Guideline of the Chair of Strategic Entrepreneurship in preparation to written works

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This document is based on documents kindly provided by prof. Rudolf Grünig and Dusan Isakov.

This guideline has been prepared for written works with the Chair of Strategic Entrepreneurship. The document aims to help students in carrying out Bachelor and Master theses.

This guideline answers many questions that arise in preparation and in the execution of written works.

Students wishing to write their Bachelor and/or Master theses with the Chair of Strategic Entrepreneurship should read the guideline before the first discussion with the supervisor(s).

Section 2 of the guideline provides an overview of the Bachelor and Master's work. Followed by sections 3 to 5 where we present information for writing an assignment for the Chair of Strategic Entrepreneurship.

Figure 1 gives a summary of the Bachelor and Master work. For more information, please visit the faculty's website.

Theses	Bachelor	Master
Key words		
Selecting a subject	⇒ Subject selected by student ⇒ From time to time subjects are suggested by the chair – please consult chair’s website	
Assigning a subject	Assistant(s)/Professor	Professor
Time restriction established by the chair	5 months after the first discussion with the assistant	8 months after their first discussion with the professor
Time needed for assessment	Feedback on the proposal usually within 10 working days	
Number of pages	40-60 pages	80-100 pages
Number of copies	To be submitted to the dean’s office. For more information, please visit the faculty's website.	
Electronic version	1 for the chair in PDF	
ECTS credit points	According to UNIFR regulations	

Figure 1: General information on Bachelor and Master thesis

3.1 Choice of subject

In principle, the students themselves choose their own topic/subject.

Sometimes, the Chair of Strategic Entrepreneurship publishes subjects/topics on the website for research purposes.

The subjects must relate, as much as possible, to the courses and themes taught at the Chair: entrepreneurship, innovation, organization.

Students must have taken the courses corresponding to the subject area of research. And, normally, students must have obtained high grades for their exam.

The chair supervises academic work, aimed at answering a specific research question, but also more practical work (business plan, work related to a problem posed by a company or organization).

More practical work must of course be carried out with rigor and often involves data collection (interviews, etc.).

In all cases, any written work must pose a research question(s) and require a literature review and data collection.

3.2 Proposition

After selecting a topic/subject, the next step is to develop a proposal. Written words **should not** begin until the proposal has been accepted. Figure 2 shows the composition of a proposal.

Proposals	Proposal for a Bachelor or Master thesis
Key words	
Size	5-7 pages
Cover page	Title, contact details of the author
Structure	<ol style="list-style-type: none"> 1. Table of contents 2. Problem statement 3. Research goal 4. Methodical process 5. Provisional table of contents of the work 6. Time/planning 7. Bibliography

Points 1 to 3 normally form part of Chapter 1 of the assignment. Time planning is an important part of the proposal which is not included in the work. It allows the student to set intermediate goals and understands the most important phases of the work. In addition, it is necessary to mention the date of the planned deposit. Sufficient time should be allowed for the teacher to review and mark the work.

3.3 Regular assessments

Written work is regularly monitored and assessed by the Chair.

No work should be submitted to the dean's office without having been endorsed by the professor or assistant.

Typically, the student submits a draft of the first part of the work for the assistant or professor to check that the work is heading in the right direction.

The student should contact the assistant or professor with questions about the work and should not hesitate to ask if in doubt about the content of the work.

At the end, a version is first sent to the assistant or professor so that the quality of the work is checked before submission to the dean's office.

If necessary, modifications will have to be made. The student must consider regular assessments when planning the thesis.

3.4 Evaluating written works

The evaluation of written works is based on the content, as well as the formal aspects.

The formal requirements are presented in Chapter 5 of this guide.

The decisive factor for evaluating content is whether the work has served its purpose.

For academic work, this will mean, for example, having answered the research question rigorously.

In general, the structure of the work and the clarity of the arguments will be appreciated, as well as the student's effort to analyze the existing literature, collect data, or establish arguments.

In particular, for empirical works and business plans, great importance is given to data collection (effort to collect sufficient data, relevance of data, etc.).

4.1 Title page

The title page must absolutely include the following information:

- ⇒ Job title: must be written in lowercase (no full title in uppercase)
- ⇒ Name and address of the author
- ⇒ Name of professor and chair
- ⇒ The year of printing

Figure 3 shows an example of a title page for a Bachelor thesis.

If the work contains confidential information - in the text or in the appendices - the word "confidential" should appear prominently on the title page.

4.2 Preface

A preface can be incorporated into the work.

4.3 Table of contents

In Bachelor and Master theses, the use of "parts" is not foreseen; parts are used only in the context of monographs and manuals to summarize several chapters.

Decimal numbering will be used for chapters, sections and subsections.

Figure 4 shows an example of a table of contents for a Bachelor thesis. For the numbering of the pages relating to the elements integrated in the work before the body of the document (chapters...), Roman numerals will be used (II, III, etc.). It is important to note that there is no numbering on the title page.

The body of the work and all subsequent pages will be numbered in Arabic numerals (1, 2, etc.).

Bachelor thesis in fulfillment of obtaining a Bachelor of Arts in Management from the Faculty of Economic and Social Sciences and Management of the University of Fribourg (in Switzerland)

[Name of the Thesis]

By:

Rainer Zufall
Rue du Hasard 1
9999 Destination

Submitted to:

Prof. Dr. E. Fauchart
Chair of Strategic Entrepreneurship

Fribourg 2021

Figure 3: Example of the cover page of a bachelor thesis

Table of Contents	
Preface	I
List of Figures	II
List of Abbreviations	III
1. Introduction	[pp.1 etc]
1.1 Problem statement	
1.2 Desired goal	
1.3 Methodical process	
1.4 Work construction	
2. Description of the company	
2.1 History	
2.2 Key figures and organization	
3. Strategic analysis methods	
3.1 Choice of methods	
3.2 PESTEL analysis	
3.2.1 Overview	
3.2.2 Method of the method	
4. Analysis of the Ticino construction industry	
4.1 Overall environment of the Ticino construction industry	
5 Conclusions	
6 Final remarks	
Annex I: Interview guide	
Annex II: Summary of interviews	
Bibliography	
Statement of scientific honesty	

Figure 4: Example of the table of contents of a bachelor thesis

4.4 List of figures and tables

The list of figures and tables will contain numbers, titles and pages. Figure 5 shows an example of a list of figures (would be the same for tables). Section 5.4 provides additional information on figures and tables.

List of figures	
Figure 1:	Process for strategic planning 12
Figure 2:	Shifts in strategy 14
Figure 3:	Different strategic controls 16
Figure 4:	Reference framework for strategic management 17

Figure 5: Example of a List of Figures

4.5 List of abbreviations

Only specific abbreviations are mentioned in the list of abbreviations. Abbreviations used in appendices and in the bibliography should also be mentioned and explained. On the other hand, the usual abbreviations, like "p. ex. "Put for" for example ", must not appear there. Abbreviations must be mentioned in alphabetical order. **Figure 6** shows an example of a list of abbreviations.

List of Abbreviations	
CO	Code of obligations
DAS	Areas of strategic activity
IAS	International Accounting Standard
PME	Small and medium-sized enterprise
VAN	Actual net value

Figure 6: Example of a list of abbreviations

4.6 Introduction

The introduction includes the problem, the desired goal, the methodical process and the structure of the work. In the "Problem statement", the research question or the objective of the work is clearly presented.

Student must also answer the following question: ‘Why is this work relevant?’; the desired goal of work - that is – ‘what is to be achieved with the research?’, needs to be formulated in one or two sentences. In particular, student needs to explain the expected contribution.

The methodical process must describe the process chosen and the methods applied.

The construction of the work explains the structure of the work in text form and possibly in the form of a graphic.

4.7 Main part

The main part of the thesis is made up of several chapters dealing with the theoretical and practical components of the subject/topic being researched. It unfolds the logic of the work, through chapters and sub-chapters, and demonstrating the structure and direction of the written work.

For academic work, it is recommended to follow the usual structure: Introduction, literature review and hypotheses, methods, results, analysis of results, discussion and contribution to the literature.

For other types of work, see case by case with the assistant or professor.

4.8 Final remarks

In the final chapter of the thesis, under "Concluding remarks" the thesis summarizes the main statements of the work and presents the author's personal assessment in the achievement of the intended goals of the research.

4.9 Annexes

Appendices do not count towards the size of the thesis.

They contain information that is complementary to better understand the work or information that is not open to the public. The following may be included:

- ⇒ Questionnaires
- ⇒ Maintenance guide
- ⇒ Summary or transcript of interviews
- ⇒ Internal company documents etc.

References to appendices should be highlighted in the main text. The annexes are numbered using Roman numerals. The appendices must be mentioned in the table of contents. The sources listed in the appendix should be mentioned in the bibliography.

4.10 List of interviews

A list of interviews is required. It should include the following elements:

- ⇒ Name and first name of the interviewee
- ⇒ Company / organization
- ⇒ Function
- ⇒ Place and date of the interview
- ⇒ Duration of the interview

4.11 Bibliography

At the end of the work, the author inserts a bibliography which must include a sufficient number of books and articles relating to several theoretical approaches and which have been used for the research. The texts are always classified according to the alphabetical order of the names of the authors and, for the same author, according to the chronology of the publications. If, for the same author, several books or articles appeared in the same year, letters of the alphabet (lower case) should be used to differentiate the references.

Example for books :

Name, Initials (year), Title of the book, publishing house, place of publication.

Goodhart, C.A.E. (1984), Monetary Theory and Practice, Macmillan, London.

Example for chapters from a book :

Name, Initials (year), "Title of the chapter", name of the publisher, Initials, Title of the book, house of publication, place of publication, chapter pages.

Laidler, D. (1993), "Monetarism, micro foundations and the theory of monetary policy", in S.F.

Frown (eds) Monetary Theory and Monetary Policy, Macmillan and St. Martin's Press, Basingstoke and New York, pp. 21–42.

For books and chapters in books, always indicate the places of publication if there are more than one (often two, one in Great Britain and one in the United States).

Example for a scientific article:

Name, Initials (year of publication), "Title of article", journal name, volume, number, pages.

Goodfriend, M. (2000), "The role of a regional bank in a system of central banks", Federal Reserve Bank of Richmond, Economic Quarterly, Vol. 86 No. 1, pp. 7–25.

Example for journal articles:

Name, Initials (year of publication), "Title of article", newspaper name, date, pages.

Smith, A. (2008), "Money for old rope", Daily News, 21 January, pp. 1, 3-4.

Example of journal article (without author's name) :

Journal name (year), "article name", date, pages.

Daily News (2008), "Small change", 2 February, p. 7.

Example for the chronology of publications:

European Central Bank (2001a), "Measures of underlying inflation in the euro area", Monthly Bulletin, Vol. 3 No. 7, pp. 49–59.

European Central Bank (2001b), "Issues related to monetary policy rules", Monthly Bulletin, Vol. 3 No. 10, pp. 37–50.

Example for websites:

University of Fribourg - PES Chair of Prof. Gugler (2015), <http://www.unifr.ch/pes>, (accessed June 16, 2015).

4.12 Statement of scientific honesty

The scientific honesty declaration-form for Bachelor and Master thesis is available at the dean's office.

5.1 Layout

Pages can only be used on one side. The font size must be 12.

You can choose between the “Arial” or “Times New Roman” font.

For headings 1 (chapters) the character size should be 14, for headings 2 (sections) the character size should be 13 and for headings 3 (subsections) the character size should be from 12.

Line and Paragraph spacing is 1½. Only long quotes and footnotes may be typed with single spacing. The left and right margins are a maximum of 2.5 cm. The text must be justified.

5.2 Language

Correct style, spelling, and understandable sentences are required. Too complicated constructions with several subordinate clauses are to be avoided.

The personal form, characterized by the use of "we", "we" or "I" is not used in scientific work. The personal form can be replaced either by "author" or by a description of the dire.

The author is of the opinion that this method is obsolete.
or
The method seems improper.

5.3 Abbreviations

Uncommon abbreviations should be explained before use. Thereafter, only the abbreviation should be used. Alternating use between the abbreviation and writing in full is considered a technical error.

The Federal Railways (CFF) has recorded an increase in freight transport over the past three years.
Thus, the managers of CFF are very satisfied.

In order not to overload the text and for better clarity, please use few abbreviations which are often applied.

5.4 Table of figures

Figures and tables should be introduced in the text before they appear and if necessary, they should be explained.

They should be self-explanatory without further textual explanation. To ensure clarity, a caption can be added. Good copy quality is necessary when figures and tables are photocopied.

When the figure or table is taken "as is" from a source, the original text should be used in the legend.

Figure 1: Identity Dimensions (Fauchart / Gruber, 2011, p. 24)

The source of a figure or table, taken from another text but reproduced with modifications, is stated as follows:

Figure 2: Identity Dimensions
(adapted from Fauchart/Gruber, 2011 p. 24)

For figures and tables produced by the author himself, the author must mention the term "own elaboration"

Figure 3: Startup Typologies
(own elaboration)

For figures and tables drawn up by the author himself but based on information from another text, the following should be clearly stated.

Figure 4: Novartis turnover in South East Asia (own elaboration, Novartis figures, 2007, p. 52 ff)

5.5 Quotes

The author of the work can quote verbatim one or more sentences from a work. He / she will then take care to include the passage in question between quotation marks (".."). Quotes that exceed half a page should be avoided. Depending on the case, it may be useful to quote in the original language of the book.

If it is a translation, it should be indicated in the bibliographic reference following the citation according to the following format: ".." (Bofinger, 2001, p. 12; translated by author).

If a citation has more than 2 authors, mention only the name of the first one and then write et.al. (Cantwell et al., 2004). On the other hand, all the names will be mentioned in the bibliography (Cantwell, J., Glac, K. and Harding, R. (2004), "The internationalization of R&D - the Swiss case", *Management International Review*, Vol. 44 No. 3 , pp. 57-82.).

If more than one quotation is mentioned, put them in alphabetical order of the author's names, separated by semicolons.

Without making a formal citation, it is also necessary to mention any author from whom the student has drawn information, to support an idea that is pointed out in his work. The mention is made directly in the text as follows: (Bofinger, 2001, p. 3).

If the same author has different publications in the same year, they will be differentiated by a lowercase letter after the year: (Bofinger, 2001a) and (Bofinger, 2001b).

All the works mentioned should be included in the bibliography. Footnotes or endnotes are to be used to add comments. The reference to a footnote must follow the punctuation mark in the text: 'According to a certain number of authors⁵, Goodhart's Law... '

Footnotes/Endnotes (with line and spacing 1) should be formatted so that they can be easily locate them (use tabs).

Example of a quote in a text :

“The important role of the internationalization of R&D has been studied in detail since the 1990s (Cantwell et al., 2004, p. 58; Criscuolo, 2004, p. 39; Kuemmerle, 1997). Following, inter alia, Vernon’s model of the internationalization of R&D activities (Vernon, 1966, 1977), the literature has documented the role of innovation activities executed abroad and provided insights on the strategic importance of the internationalization of R&D within the MNE network (Kotabe et al., 2007). The goal of knowledge intensive MNEs is not only to capitalize on their existing ownership advantages (“O-advantages”) but also to develop new O-advantages based on the activities performed abroad (Birkinshaw, 1996, p. 476; Kogut and Zander, 1993, p. 625; Mudambi and Navarra, 2004, p. 385).” (Gugler et al., 2015, p. 325)

5.6 Plagiarism

Plagiarism means copy-paste of texts or parts of text written by another author, without indication of a source or reference and without quotation marks.

This practice goes against scientific honesty and is therefore not accepted. It will be sanctioned with immediate and final rejection of a thesis.

From January 2014 onward, Bachelor and Master theses will be systematically analyzed using the antiplagiarism software Compilatio.

The student can check the conformity of his/her work by accessing the software at <http://www.compilatio.net>.