



UNIVERSITÉ DE FRIBOURG
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Lehrstuhl für Unternehmensführung
Chaire de Direction d'Entreprise
Chair of Management
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Guidelines of the Chair of Management for the Composition of Papers

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1 Introduction

The title page of these guidelines gives the names of those who collaborated on the current version. However, a number of other teaching assistants have contributed to these guidelines over the years, and their work is greatly appreciated.

These guidelines are issued by the Chair of Management as an aid to the composition of written papers, whether Bachelor theses or Master theses. Many of the questions that students might have when writing such papers are answered in these guidelines.

Consequently, it is a requirement that students elaborating a paper at this chair have studied these guidelines before the first discussion.

The guidelines are structured as follows: Section 2 gives an overview of Bachelor theses and Master theses. The following sections 3 to 5 provide information related to various specific aspects of writing and presenting a paper at the Chair of Management.

2 Overview of Bachelor theses and Master theses

Figure 1 provides an overview of the Bachelor theses and Master theses. For further information, please consult the faculty website.

Papers Data	Bachelor theses (15 ECTS)	Master theses (18 ECTS)	Master theses (27 ECTS)
Topic proposals	<ul style="list-style-type: none"> ▪ student's own topic ▪ possible topics are sometimes listed on the homepage of the Chair of Management 		
Topic approval	Professor		
Time limits imposed by the Chair	5 months, starting from the meeting with Prof. Grünig	8 months, starting from the meeting with Prof. Grünig	8 months, starting from the meeting with Prof. Grünig
Response times	<ul style="list-style-type: none"> ▪ feedback on proposal generally within 10 working days ▪ evaluation of the completed thesis within the time specified in the official study plan (3 months) 		
Length (without appendix)	40-60 pages	50-70 pages	70-100 pages
Presentation	to be submitted at the Dean's office. For further information, please consult the faculty website. 1 for the Chair		
Number of copies to be submitted			
Electronic version	1 for the Chair (PDF document)		

Figure 1: General information about Bachelor theses and Master theses

3 Procedure for writing a Bachelor thesis or a Master thesis

3.1 Choice of topic

Students must make their own choice of topic. However, from time to time, propositions of topics are listed on the homepage of the Chair of Management. Students who choose to work on these topics will be given priority.

It is preferable to choose a narrow topic and to present a thorough analysis rather than to choose a wide-ranging topic which can only be analysed superficially.

3.2 Proposal

Once a topic has been agreed upon, students must prepare a formal proposal. The work on the written paper should not begin until this proposal has been approved. **Figure 2** shows the content of a proposal.

Proposals Data	Proposal for a Bachelor or Master thesis
Length	5-7 pages
Front page	Title, name and address of the author
Structure	Table of contents of the proposal 1 Description of the problem 2 Objectives 3 Methodical approach 4 Provisional table of contents of the actual paper or thesis with the first two levels of headings (facultative) 5 Schedule Bibliography

Figure 2: Content of a proposal for a Bachelor thesis or a Master thesis

Section 1 to 3 normally form a part of the first chapter of the paper. The time schedule is an important part of the proposal but is not part of the final paper. It allows the student to set intermediate goals and identifies the most important phases in the work. It also specifies a deadline for submission of the paper. Students should be

careful to allow enough time so that there is not undue pressure of work as the deadline approaches.

3.3 Writing the paper

The paper must be written by the student independently. The chair will not correct chapters of the work.

If needed, questionnaires or interview guidelines may be submitted for consultation before use.

3.4 Assessment of the paper

The work will be assessed both on content and on form.

Chapter 5 of this document sets out the formal requirements.

With regard to the assessment of the content, a crucial consideration is how far the work has solved the problem and achieved the objectives. Where an empirical research has been carried out, it is important that appropriate methods have been used to analyse the data.

4 Explanations to the elements of the paper

4.1 Title page

The title page must include the following:

- Title of the paper or thesis: must be written in small form letter (capital letters for the entire title are not allowed)
- Name and address of the author
- Name of the professor and chair
- Year of submission

Figure 3 presents a model title page for a Bachelor thesis.

If the work contains confidential information – in the text or the appendix – the term “confidential” has to be written clearly visible on the title page

4.2 Preface

A preface may be integrated after the title page in the paper or thesis. It is facultative.

4.3 Table of contents

In Bachelor theses and Master theses, students should not define parts. Parts are used in monographs, textbooks and readers to group together a number of chapters.

Chapters, sections and subsections are identified in the work using the following scheme: 1, 1.1, 1.2, etc. **Figure 4** shows an example of a table of contents of a Bachelor thesis.

Roman numerals (starting with II) are used for the page numbering before the introduction. The title page carries no number. The introduction and all other parts of the paper are numbered using Arabic numerals (1, 2, etc.).

Bachelor thesis to obtain a Bachelor of Arts in Management
at the Faculty of Management, Economics and Social Sciences
of the University of Fribourg (Switzerland)

Strategic Analysis of Sprüngli

submitted by

John Sample
Sample Street 1
1234 Sample Town

submitted to

Prof. Dr. R. Grünig
Chair of Management

Fribourg 2020

Figure 3: Example of a title page of a Bachelor thesis

Table of contents	III
Table of contents	
Preface	II
Table of contents.....	III
List of figures	IV
List of abbreviations	V
1 Introduction.....	1
1.1 Description of the problem.....	1
1.2 Objectives	2
1.3 Methodical approach.....	3
1.4 Structure of the thesis	4
2 Portrait of the company	6
2.1 History.....	6
2.2 Key figures and organization	8
•	
•	
•	
3 Strategic analysis tools	20
3.1 Selection of the tools.....	21
3.2 PESTEL analysis	21
3.2.1 Overview.....	21
3.2.1 Procedure	22
•	
•	
•	
4 Analysis of the Swiss chocolate market.....	34
4.1 Global environment of the Swiss chocolate market.....	34
•	
•	
•	
5 Conclusion.....	62
6 Final remarks	76
Appendix I: Interview guideline	78
Appendix II: Summary of the interviews.....	81
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Figure 4: Example of a table of contents of a Bachelor thesis

4.4 List of figures

This list should include the number of each figure, its title and its page number. Chapter numbers can be the basis of the numbering system for the figures. **Figure 5** gives a model list of figures. Section 5.4 provides more information on the use of figures.

All figures, whether diagrams, charts or tables, must be named figures and listed in the list of figures. This reduces the number of lists, avoids numbering mistakes and increases the overview.

List of figures	IV
List of figures	
Figure 1: Process of strategic planning	12
Figure 2: Levels of the strategic process	14
Figure 3: Types of strategic control	16
Figure 4: Framework of strategic management	17
Figure 5: Systematization of the implementation problems	20

Figure 5: Example of a list of figures

4.5 List of abbreviations

Only technical abbreviations have to be listed, but this includes abbreviations used in appendices or in the bibliography. Common abbreviations like “e.g.” are not to be listed. The abbreviations are to be listed alphabetically. **Figure 6** provides a model list of abbreviations.

<u>List of abbreviations</u>	V
List of abbreviations	
BCG	Boston Consulting Group
CRM	Customer Relationship Management
MBO	Management By Objectives
OECD	Organization for Economic Cooperation and Development
SBU	Strategic Business Unit

Figure 6: Model list of abbreviations

4.6 Introduction

The introduction should contain the description of the problem, the objectives, the methodical approach and the structure of the paper or thesis. The description of the problem should be about 1-2 pages long.

The problem must be clearly defined in the section “description of the problem”. The key question to address is the following: Why is this problem relevant?

The objectives of the work should be summarized in one or two sentences.

Another section should describe the methodical approach. The process and the applied tool must be named. The chosen approach shows the reader the diversity of sources which will be used for the work.

The section “structure of the paper” or “structure of the thesis” briefly explains the overall structure in text form and if helpful by using a graph. This section should only be in the thesis and not in the proposal.

4.7 Main body

The main body presents a number of chapters which deal with the topic, both theoretically and practically.

4.8 Final remarks

The final remarks summarize the most important statements. They also present a personal evaluation by the author as to how far the objectives have been achieved.

4.9 Appendices

Appendices are not taken into account when counting the length of the paper. They should provide information which is relevant for understanding the paper, but which is not of key importance, or which is not accessible to third parties. Appendices may present documents such as:

- Questionnaires
- Interview guidelines
- Summary of interviews
- Internal company documents
- etc.

Appendices should be referred to in the text of the main body.

Appendices are numbered in roman numerals and are included in the table of contents.

Sources cited in the appendices must be included in the bibliography.

4.10 List of interviews

If three or more interviews are conducted, a list setting out the following details is required:

- Family name and first name of the interviewee
- Company or organization
- Function
- Place of interview
- Date of interview

4.11 Bibliography

The bibliography contains only sources which are cited in the text. It is an alphabetical listing of authors and editors.

For books, following information is needed:

- Names and initials of the first names of the authors
- (Year of publication)
- Title,
- Volume number, if the book has more than one volume,
- Edition, if the book exists in more than one edition.
- Publishing company,
- Place of publication

▪ **Grünig R, Morschett D (2017)** Developing International Strategies, 2nd edition, Springer Berlin

Where books are published in several places, give only the first. If a work has more than two authors, 'et al.' is added after the name of the first author.

Where more than one work is cited by an author, they should be listed in chronological order of year of publication, beginning with the earliest.

If two or more works by a single author are cited which appeared in the same year, small case letters must be used to distinguish them.

Grünig R, Kühn R, Morschett D (2022a) The Strategy Planning Process, 3rd edition, Springer, Berlin

Grünig R, Kühn R, Morschett D (2022b) Strategieplanungsprozess, 3., überarbeitete und erweiterte Auflage, Haupt Bern

For articles in collected works, dictionaries, etc., please indicate as follows:

- Names and initials of the first names of the authors
- (Year of publication)
- Title,
- in:
- Names and initials of the first names of the editors,
- (ed.)
- Name of the publication or dictionary,
- Volume number, if there is more than one volume,

- Edition, if the work exists in more than one edition,
- Publishing company,
- Publishing place:
- Page numbers

Ulrich P (2004) Normative Orientierungsprozesse, in: Dubs R et al. (ed.). Einführung in die Managementlehre, Band 2. Haupt, Bern: 23-37

For articles in academic journals and other periodicals, following information is needed:

- Names and initials of the first names of the authors
- (Year of publication)
- Title of the article,
- in:
- Name of the journal
- Year of the journal,
- (Number of the journal):
- Page numbers

Raffeé H, Effenberger J, Fritz W (1994) Strategieprofile als Faktoren des Unternehmenserfolges, in: Die Betriebswirtschaft 54(3): 383-396

For newspaper articles with or without knowing the name of the author, please indicate as follows:

Galli H (2007) Der Charme der Einspritzdüsen, in: Der Bund, 13.02.2007, p. 13

La Liberté (ed.) (2015) La Banque nationale maintient sa stratégie malgré les critiques, 19.06.2015

For internal company documents with or without author, please indicate as follows:

Grünig U (2004) Sortimentsliste. Narimpex AG. Internal document. Biel

Narimpex AG (ed.) (2009) Annual report 2008. Internal document. Biel

For Internet sources, with or without knowing the name of the author, please indicate as follows:

Stelling J (2007) Betriebliche Zielbestimmung und Entscheidungsfindung. <http://www.htwm.de/ww/teachware/profst/zue.pdf>, accessed 31.03.2008

Migros (ed.) (2015) Fachmärkte. <http://www.migros.ch/de/fachmaerkte-online-shops/shopfinder.html>, accessed 22.06.2015

4.12 Declaration of scientific integrity

The dean's office provides a template for the declaration for Bachelor theses and Master theses. It must be filled out, signed and attached at the end of your work.

5 Formal requirements

5.1 Layout

Pages are to be printed single-sided only. The font size must be 12.

The text must be in “Arial” or “Times New Roman”.

The font size for “heading 1” (chapter) must be 14, “heading 2” (section) must be 13 and “heading 3” (sub-section) should be 12.

Line spacing must be set at 1.5. Single line spacing may be used for longer quotations and for footnotes.

External page margins left and right must not be greater than 2.5 cm. The text must be justified.

5.2 Language

Papers must be written in a style which is easy to understand and with correct spelling. The overuse of complex sentences with multiple subordinate clauses is to be avoided.

Do not use the word “I” in scientific papers. Either refer to yourself as “the author” or paraphrase the word.

In the opinion of the author, this method is not appropriate.
or
This method seems not appropriate.

5.3 Abbreviations

Abbreviations not in common usage have to be explained when first used in the text. Thereafter, only the abbreviation must appear. Alternating between the abbreviation and the full form constitutes a formal error.

The Federal Bureau of Investigation (FBI) is a governmental agency of the United States. The FBI has investigative jurisdiction over violations of more than 200 categories of federal crime.

To maintain clarity, students are asked to restrict themselves to only a few abbreviations which are used frequently in their text.

5.4 Figures

Figures must be introduced in the text before they appear and, where necessary, explained. Figures must be clearly understandable. If needed, a legend can be included below the figure with a title identifying it. Where figures are copied from other sources, please make sure that the quality of the image is good.

All figures, whether diagrams, charts or tables, must be named figures and listed in the list of figures. This reduces the number of lists, avoids numbering mistakes and increases the overview.

Where figures are taken directly from a source, the original text is to be used in the caption

Figure 1: Building success potentials as the purpose of strategic management
(Grünig/Kühn, 2017, p. 10)

If figures are adapted from a source, this must be marked clearly.

Figure 2: ROM model of success potentials
(adapted from Grünig/Kühn, 2017, p. 11)

For own figures of the author, the note “own elaboration” must be added.

Figure 3: The four options of Migros
(own elaboration)

If the data in an own figure is taken out of an external text, this has to be clearly indicated.

Figure 4: Turnover of Novartis in Southeast Asia
(own elaboration, data from Novartis, 2007, p. 52 ff. ; Roche, 2018, p. 4)

5.5 Citations

Every time information is used or statements are reproduced, an exact indication of the source must be given.

At the Chair of Management, the Harvard system is recommended for citation. Whenever direct quotation is used, the family names of the persons quoted should appear in brackets directly after the quotation, followed by the year of publication and the page number.

“The development of strategies is a complex task requiring competence in a number of different functional areas within the firm” (Grünig/Kühn, 2006a, p. 52).

If the document contains many citations, footnotes may be used. If footnotes are used for citations, they must be used consistently throughout the paper, for figures too. The details in the footnotes are the same as those which would be inserted in the text, following the Harvard system.

“The development of strategies is a complex task requiring competence in a number of different functional areas within the firm”¹

¹ Grünig/Kühn, 2006a, p. 52

Direct citation reproduces the words as in the original text. It is enclosed in speech marks. When an author’s content is summarized or paraphrased, it is called indirect citation. In this case speech marks are not used but the citation is marked in brackets beginning with “see”.

There are three kinds of success potentials (see Grünig/Kühn, 2015, p. 10 f.).

If the content is only taken from one page of the source, only this page needs to be indicated. If the passage concerned covers two pages, the number of the first page is written followed by the symbol “f.”. If the passages concerned covers more than two pages, the number of the first page is written followed by the symbol “ff.” If the page numbers are not available or the whole publication is cited, give only the year of publication.

Sometimes you may wish to reduce the length of a direct quotation or to leave out words for stylistic reasons. This should be indicated with two dots for a single omitted word and three dots for more than one word omitted. Do not use dots at the beginning or end. If you need to interrupt a quotation with a word for stylistic reasons, enclose the word in square brackets.

It is important to recognize that “the development of strategies is a .. task requiring competence in a [big] number of functional areas within the firm” (Grünig/Kühn, 2006, p. 52)

If you need to reproduce a quotation within a quotation, use “single marks” only.

“In the resource-based view, the term ‘resources’ must be understood much more broadly than its everyday meaning suggests” (Grünig/Kühn, 2006, p. 200).

It is a basic principle that it should be possible to check every quotation in the original publication. In cases where, despite great efforts, the original source cannot be located, a secondary source may be cited. This secondary source should be identified as such in the list of references.

In the watch industry the competition is based on even factors (see Heckner, 1994).

Heckner F (1994) Strategic analysis of the watch industry. Teaching document of the Chair of Management, University of Fribourg, Fribourg, cited in Grünig R, Kühn R (2006): Process-based Strategic Planning, fourth edition, Berlin, p. 161 ff.