

# **IfSTO**

# **Bachelor Thesis Guide**

## **Guidelines, Information, Advice**

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## 0. Purpose of this document

Writing your bachelor thesis is one of your final steps leading to the conferral of your bachelor degree. The aim of this guide is to provide all the necessary information collected for students who are interested in writing their bachelor thesis with the **Institute for Strategy, Technology and Organization (IfSTO)** so that you can focus on the most important part – the bachelor thesis itself. This guide should provide orientation on how to approach a bachelor thesis in order to achieve the common goal of a high quality thesis with justifiable effort.

Please read this document before contacting one of our team members regarding your bachelor thesis to get an overview of the important formalities. If there are still some questions to be answered, please contact us.

## 1 Prerequisites: Who can write a bachelor thesis with our institute?

In general, we offer all WU students who are interested in topics related to the IfSTO research focus the opportunity to write a bachelor thesis. There are, however, two prerequisites that must be fulfilled:

- (1) According to the curriculum, the first prerequisite is a positive completion of the course “Academic Research Techniques” (GWA). Theoretically, you can already begin your bachelor thesis at the same time as the course “Academic Research Techniques”. The usual case, however, is that students complete this course first. “Academic Research Techniques” is regularly offered by the IfSTO institute. It gives you an overview of the choice of topic, literature and database research, development of a research question, types of scientific work (e.g. empirical, literature review etc.), selection and handling of sources (correct quotation, avoidance of plagiarism), writing a proposal and presentation and discussion of scientific work.
- (2) The second prerequisite is that you convince us that the planned thesis will meet the standards of the IfSTO institute both thematically and qualitatively. The basis for a decision if these standards are met is a research proposal (see 5.2.) along with a preliminary structure of the thesis. If this is the case, you will receive a confirmation for supervision.

## 2 What is a bachelor thesis?

You are required to identify a practically and theoretically interesting research gap, formulate a research question, and with the help of relevant literature – and in most cases an empirical study, finally arrive at a solution. This task goes beyond your previous university course routine and therefore will be especially challenging.

What does this mean exactly? What is an appropriate problem statement? We want to clarify some potential misunderstandings:

- *A bachelor thesis is not a project report.* Documents created for practical purposes (e.g. a project report) solve a so-called "singular" problem. To a large degree, their statements are exclusively related to a particular case, at a particular point in time, and in a given situation. In the bachelor thesis, you are required to be able to generalize your findings.
- *A bachelor thesis is neither an individual experience, nor a personal opinion.* The fundamental characteristic of a thesis is that it is unbiased in nature. Problems are dealt

with objectivity, independently and impartially. Of course it helps if you have a topic in which you have experience, but the goal of a bachelor thesis is to solve a specific, yet common problem.

- *A bachelor thesis is not a textbook.* Textbooks are used to enable an interested reader to get started in a new subject and aimed at transferring knowledge in an explanatory manner. A bachelor thesis should of course be comprehensible to read, but it offers not just an overview or summary of existing literature. It goes beyond that: it identifies and solves a specific and definite problem.
- *A bachelor thesis is not a seminar paper.* It is not enough to simply “polish up” a seminar paper. Problems identified and solved in a bachelor thesis are usually much more focused and the handling of the problem much more detailed.

*Then what is a bachelor thesis?*

- *A bachelor thesis identifies a general problem.* A problem is "general" when it refers not only to an individual case. "How should company XY set the price for the innovation Z?" corresponds to a singular problem. "What are the determinants of price setting in product innovation?" is a general question.
- *A bachelor thesis identifies a relevant problem.* A research question is relevant if it (1) has not been sufficiently answered by existing research, *and* (2) the answer is important and interesting.
- *A bachelor thesis contains the solution of the problem (at least to some extent).* This is achieved, for example, through the use or the formation of theory or from empirical data. Therefore, a quantitative empirical study, an exploratory empirical study or a literature analysis are possible approaches.

From the above structure (bachelor thesis = developing a research question and answering it), it should be clear that a thorough and successful development of the research question is crucial for the future quality of the thesis.

The way the problem statement is elaborated and how well (in terms of methodically correct, thorough and critical) the question is answered determines the quality of a bachelor thesis. This clear line is often referred to as the "*common theme*": a very good thesis is a compelling argument. It contains nothing superfluous and should be concise. The normal range is 30 pages (excluding bibliography and appendix) for BaWiSo students and 40 pages for BBE students (given the higher number of ECTS allocated to the thesis).

### **3 Supervisor**

Your first points of contact are the Prae Docs (co-supervisors) and Post Docs/Assistant Professors (supervisors) of the institute. They decide whether your topic ideas go in the right direction, whether the status of proposal and outline is sufficient for registering and then accompany you, after official registration during the process.

You should start searching for a potential supervisor early enough, since our capacities to supervise a bachelor thesis can be scarce on short notice. Please write a short email in which you explain your interest in writing your bachelor thesis with the IfSTO institute and, if possible, shortly explain a topic of your interest. In case the person you contacted for a supervision of a bachelor thesis has no capacity, he/she will forward your inquiry to colleagues at the department to help you find a supervisor. There is also the possibility of writing your thesis over summer – please contact also here your potential supervisor as early as possible to

discuss this possibility.

### **Possible topics**

The topics are predetermined in some way and are based on the areas of focus of the IfSTO institute. The supervisors often have topic suggestions that you can adopt or that you can develop further. These are usually aspects in which the Prae Docs and the Post Docs/Assistant Professors have a high interest due to their own research.

Of course, we are also open to your own topics with regard to the IfSTO teaching issues. In this case you must find a supervisor that is willing to engage in this subject. We take our responsibility very seriously, a relation to our research focus or our course content therefore is important.

In all instances the topics are typically kept relatively narrow. "Explaining the world" usually does not work, especially not if it is to take place on 30 pages. Your co-supervisor will assist in narrowing your research question, and help you develop the proposed topic into a proposal. This phase may take some time, so start early enough.

Working on the problem statement with two or several students is possible, and is especially useful when there is a (large-scale) empirical study. However, the individual workloads must be clearly identifiable and separated from each other to be assessed.

## **4 The process: From the idea to the grade**

### **4.1 Overview**

The following figure illustrates the process of preparing and writing a bachelor thesis with the IfSTO institute. The individual phases and milestones are described in the following chapters.

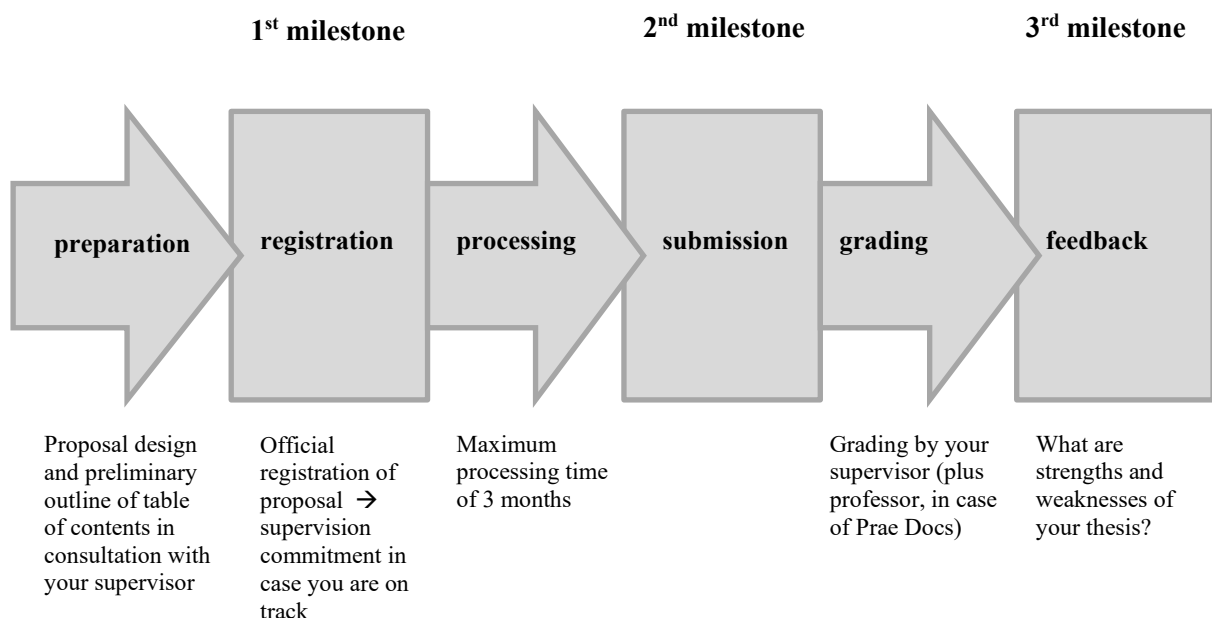


Fig. 1: Prototypical process of a bachelor thesis with the IfSTO institute

### **4.2 Preparation phase: First contact with the supervisor and the creation of a proposal**

If you meet the requirements (see chapter 2) and are interested in a bachelor thesis with the

IfSTO institute, please contact a potential supervisor at the institute. Ask yourself what topics you are interested in, get informed about topic suggestions by (co-)supervisors and listen to their suggestions. Moreover, you can continually find suggested topics on our website.

In coordination with the supervisor, you will narrow down your topic and in consequence develop a proposal. At this stage you should focus on the bachelor thesis, meaning you should not attend too many other courses, which is also why we have set the time frame for this phase at approximately 4 weeks. The proposal serves as a basis for the following process and thus already makes up a part of your bachelor thesis (thus, the content of the proposal can be used for the later thesis, e.g. regarding literature search). A delay in this early phase usually leads to everything becoming more difficult and strenuous for you than necessary.

A proposal is a preliminary concept, which will serve as a guide for both the author and supervisor. It ensures that there are no (significant) misunderstandings between (co-)supervisor and student, that the research question is answerable and relevant, and that you are generally on the right track. The proposal consists of five to seven pages (excluding references) and includes:

- *Cover page.* Enter your name, matriculation number and the date of the present version of the research proposal. Name Prof. Dr. Christopher Lettl or Stefan Herytash, PhD as the supervisor of the thesis, and – if applicable – also the assistant (Prae Doc) as the co-supervisor. Add also the Institute's name and WU Vienna. The title of the document should be "Bachelor thesis – Research Proposal for (corresponding title of the thesis)".
- *Title.* As part of the registration, the title of the thesis will be made formally binding.
- *Background, problem definition, goal setting.* The theoretical and/or practical background will be briefly presented. You also briefly summarize the current state of research and explain what you want to achieve with this thesis.
- *Research gap and research question.* What specific research question do you want to answer and why is it relevant from a practical and theoretical point of view?
- *Approach and methodology.* You describe how you will proceed to answer the research question and why this approach is suitable. You could also shortly mention any expected results.
- *Structure of the thesis.* Give an overview of what chapters the thesis is subdivided into. Here you should clearly characterize the "common theme".
- *Preliminary table of contents (1-2 pages).* All of your considerations should be summarized in an outline. This is a "declaration of intent": In contrast to the title of the thesis you can change the outline throughout the process. Normally this will be very useful.
- *Time Plan.* In order to plan your bachelor thesis, it is important to have a plan about when to do what. Therefore, we request to include a time plan into the proposal that outlines when the milestones of your bachelor thesis are planned to be achieved as well as the steps to be taken to achieve the milestones.
- *References.* State the references showing to us that you incorporated various kinds of academic literature, e.g. not only websites or industry reports.

### **4.3 First milestone: Registration and acceptance of supervision**

All bachelor theses are registered officially at Learn@WU. Registration serves as confirmation

of supervision. The supervisor (along with the co-supervisor, if applicable) decides if the proposal has met the necessary criteria and coordinates the registration appointment date. After registration, **you will have three months to complete your thesis. Stick to that deadline. Missing this deadline of three months will result in the grade “failed”** (without valid reason for the delay).

As part of the registration, the topic title of the thesis will be binding. It cannot be changed afterwards. If a co-supervisor is involved, he/she will discuss the planned thesis with the official supervisors Prof. Dr. Christopher Lettl, or Stefan Herytash, PhD.

BBE Students need to prepare the required agreement of thesis supervision form and submit it together with their proposal (for the BBE process see <https://www.wu.ac.at/en/students/my-program/bachelors-programs/business-and-economics/bachelors-thesis>)

#### **4.4 Second phase: The process to solving the problem statement**

Once you have a definitive confirmation of supervision, we strongly recommend you to begin working on your topic immediately. We have deliberately introduced a time limit of three months, because we want you to concentrate on working on your thesis.

During the working phase, you will stay in contact with the (co-)supervisor in order to keep him/her involved in any important decisions. Use his/her expertise when it comes to steps such as planning and conducting an empirical survey, analyzing interviews, etc. At this stage though, the contact with the supervisor is typically not as close as during the "incubation period" or working on the proposal.

Responsibility for completion lies with you. You decide when the work is finished or whether some things need to be amended or supplemented. The (co-)supervisor does not make a pre-correction for you. You decide alone and independently whether your work is ready to be submitted.

We strongly suggest that you look for someone to proof-read the work for you - especially in regard to spelling, grammar and formalities, as well as content. Get feedback from non-specialist people on whether the thesis is structured in a clear and understandable way.

#### **4.5 Second milestone: Submission of the bachelor thesis**

Submit the bachelor thesis by the deadline electronically via [myWU](#). Should you foresee that you cannot comply with the deadline for a serious reason, you must submit a written request for extension to your supervisor in a timely manner.

You must attach a completed and signed cover sheet to your electronic version.

Please be sure to observe the formatting guidelines for bachelor theses set by WU when submitting and consider that BaWiSo and BBE students might have to follow slightly different rules.

#### **4.6 Third phase: Assessment of the bachelor thesis**

By law, the assessment of the bachelor thesis will take place within four weeks of submission. If a co-supervisor was involved in the topic, he/she is responsible for the pre-grading, and the official supervisors (Prof. Dr. Christopher Lettl or Stefan Herytash, PhD) for the final grading.

#### **4.7 Third milestone: Feedback**

After the thesis has been graded, you can make an appointment with the co-supervision assistant

for a feedback session. We want to ensure that you understand the details of the assessment so that it may benefit you as much as possible in future, similar challenges.

## 5 Role of the supervisor

From the above explanations, the role of the co-supervision assistant (if applicable) and the supervisor should have become clear. He/she has the function of an advisor that helps and provides support for your thesis. The accomplishment itself lies with you and you have full responsibility. Understanding this is very important because it has a number of practical implications. For example, it means that the input of the co-supervision assistant is an opportunity, not an obligation. "Nobody told me" is not a valid argument. You also have the duty to critically verify any advice given. You should never follow a suggestion without understanding its importance. Misunderstandings are always possible and you bear the responsibility. If the thesis has a particular weakness or you make a mistake, the excuse "I didn't understand it either, but Mr./Mrs. XY has told me to do it this way" will not help you. Wrong is wrong.

Let us be perfectly clear though: you will not be left alone. On average, there are 2-4 meetings between the supervisor and the student per bachelor thesis. We will help you get the most out of yourself and will be glad if you achieve a good or very good thesis.

## 6 What comprises a good bachelor thesis?

### 6.1 Important components and core elements

#### 6.1.1 A good title

The thesis's title should be descriptive and concise. Although it is not possible that it summarizes all aspects of the thesis, one should immediately know what it is going to be about. It should create a curiosity about its content. The final wording will be agreed upon as part of the registration.

*Using the broadcast search method to identify lead users: an exploratory analysis*

➔ *Is a good title.*

*First propositions about factors that influence the broadcasting search process as part of lead user identification: an exploratory analysis of six lead user projects that use the broadcasting method.*

➔ *Content is correct, but cumbersome and impractical.*

#### 6.1.2 The three vital parts: introduction, body and discussion

The **introduction** has a central function in the thesis. It serves three purposes:

First, the objective of the thesis is stated. The underlying problem statement should be clear, and you develop a research question. The rest of the thesis will refer back to this part. A common beginner's mistake is that the actual thesis deviates from the research question, or in the worst case has nothing to do with it anymore. The "common theme" begins in the introduction.

Secondly, the relevance of the research question is *justified*. This is obvious, but often forgotten. Sometimes, one reads of a "definition" of the topic. This is misleading, since definitions are



statements of facts that do not require further justification.

What means "relevant"? A simple answer does not exist. A characteristic of relevant research is that it helps to find *general explanations about reality*, or to check, amend and/or modify current explanations, thus expanding our knowledge about reality. There are many starting points, such as finding suitable systematization schemes, formal or behavioral modeling, deriving or analyzing theoretical models, and/or empirical exploration of hypotheses, the empirical testing of theories/hypotheses, or a summary of existing empirical research results (meta-analysis) etc.

Third, the approach to problem solving is explained. The reader is offered a first overview of concepts, methods and results of the thesis. How does the author approach the topic? How do the individual chapters build on each other? What is the result of the thesis? The preview is thus a conceptual overview, a brief description of the methods used and a very brief summary of the key findings or conclusions.

The **body** contains the actual problem solving. It also introduces, analyzes and synthesizes the existing literature. Reviewed academic works are not always on the exact same topic, but can also be related in other ways, for example, originate from analogous fields or involve more general statements. This means the statement that one cannot find any literature on the topic only points to the fact that no thorough literature and database search was carried out. Based on discussion about the scientific work, you should show exactly why this is not sufficient to answer the problem statement contained in your thesis. It is therefore necessary to point out the limitations of previous research.

Based on these limitations, the contributions that your thesis makes can now be presented. What kind of support does your thesis offer to overcome these limitations? It may be useful to show on the one hand what your work accomplishes, and on the other hand what it does not address. Finally, it can be asked, what impact your own investigation results will have on the scientific theory. For whom is this result interesting? How will our point of view change because of the results of the thesis?

In the concluding **discussion** you should analyze to what extent the research question was answered, what alternative explanations there may be (especially in empirical studies), what additional questions emerged and what issues remain open and could be handled in future works. A self-critical analysis is important and there is no shame, if not all questions have been answered. Awareness of the limits of your own work is extremely important. An overly confident "everything's great" almost always indicates either a misunderstanding or a lack of analytical depth in your thesis.

### 6.1.3 Figures, tables, and charts

Figures, tables, charts and key words greatly help readers to navigate through the document. Particularly complicated and detailed issues can briefly be summarized in this way. So do not be stingy - but do not overdo it.

Figures serve the function to *easily demonstrate* concepts. Color, 3D effects and other bells and whistles only have a place in academic work if they add value or facilitate a better understanding. For example, only provide 3-D pie charts if the height of the cake is of significance. Illustrations should be noted in the text, and if necessary, they must be explained. Place meaningful captions under tables and figures.

## 6.2 Some key success factors

### 6.2.1 Text flow and structuring: the famous „common theme“

An important assessment criterion is the structure of the thesis. Do you understand the thesis immediately? Can you find your way around? The reader wants to be guided through the thesis and not have to put all the pieces together him/herself.

A good thesis is characterized by a clear theme and a compelling argument. This is known as the "common theme". In a thesis that has a clear common theme, the results are answers to the research question, the analysis of the literature supports the argument and has no unessential parts - in short, the thesis is well-rounded, complete and contains nothing unnecessary. The individual parts build on each other; there are no jumps and complicated pre- or recourses.

It is a lot of work to get a thesis to this point. In no case one will succeed right away. A thesis must usually be revised several times. Here, critical feedback from someone who is not involved in the thesis is very important to get an external perspective.

### 6.2.2 A clear outline

For a bachelor thesis it should be sufficient to use a maximum of four numbered heading levels (e.g. chapter 4.1.2.3.). In general, you should be able to get along with three. If you have the feeling that you need more, you should critically question your fundamental structure. Otherwise, the danger is that the text almost exclusively consists of headlines that contain no argumentation.

An outline is logical and self-explanatory. What is fundamental for the title of the thesis also applies to the headings.

The following are some typical errors and possible improvements:

...

#### 2. Acquisitions and their impact

2.1. Motives for acquisitions and their various impacts

2.2. Target conflict: acquisition or innovation

#### 3. Literary analysis of the impact of acquisitions on innovation

...

In this example, the first point (2.) is repeated through a sub-point (2.1.). This is illogical, because the first point should serve as the headline for the subordinating points. A second weak point is that points 2. and 3. are highly redundant, are therefore probably do not differ very much in content. As a reader you are angry about unnecessary repetitions.

A much better division (which could of course continue to improve) would be:

...

#### 2. Background: Acquisitions

2.1. Overview

2.2. Motives for acquisitions

2.3. Target conflict: acquisition or innovation

#### 3. The impact of acquisition on innovation

...

## 5.2. Results of the empirical study

### 5.2.1. The requirements for start-ups

## 5.3. Interpretation of results

...

In this structure, the question arises, why the author ever subdivided the top point 5.2. He only has one sub-point. In this respect, the title is not strictly speaking a headline. The sub-point should be eliminated.

...

## 3. Results of the empirical study

### 3.1. Methodology used

### 3.2. Importance of each founding motive

### 3.3. Correlation analysis between motive and success

...

Here the headline (3.) does not actually apply to all three sub-points. 3.1. is not a result, rather the approach. Either you make this into its own point, or you change the headline point to „Empirical Study“.

...

## 5. Literature overview: establishing teams

### 5.1. Advantages of establishing teams

### 5.2. Supplementation through complementary skills

### 5.3. Problems of cooperation with engineers and economists

...

This illustrates a hierarchy problem. The author presents different aspects at the same level. For example, 5.2. is clearly a sub-point of 5.1. Also missing is the logical counterpart to the advantages, namely the disadvantages. A much better division would be:

...

## 5. Establishing teams

### 5.1. Advantages of establishing teams

#### 5.1.1. Supplementation through complementary skills

#### 5.1.2. Larger social networks

### 5.2. Disadvantages of establishing teams

#### 5.2.1. Different language of engineers and economists

...

### 6.2.3 Avoiding digressions

One should always focus on the fundamentals, namely the topic of the thesis. This means that for every chapter, every paragraph, every sentence and even every word, you ask yourself one critical question:

*Does it contribute to problem identification and/or problem solution?*

You can take this sentence and paste it on your computer - that's how important it is. There is a tendency to document your own learning process when working on longer, more complex projects. Also, there is a strong reluctance to delete something once it is written – whether it contributes to the topic or not. It is very likely that you will encounter this situation.

Believe us: Someone who is hard on himself in this aspect will at the end write a better thesis. Things that deviate from the common theme, even if they are interesting and well written, will make the thesis *worse*. It will be necessary to revise the work several times and you will most likely have to remove some passages that you have put a lot of work into and that you may be proud of. While this is unfortunate, you will have to make the sacrifice or face the consequences, i.e. the risk of living with a worse grade.

### 6.2.4 A clear writing style

A good thesis is clear and precise. Obviously, the writing style also contributes to this. The ability to express yourself can be learned – make yourself aware of which texts seem clear to you and which do not, and what distinguishes them. Practice it. There is good literature on this subject. Some short rules below:

*What sounds simple is not scientific – erase this misconception from your memory. Scientific writing does not mean incomprehensible writing. Formulate short sentences and use a clear, simple language. Someone that writes complicated usually thinks complicated. Remember what the philosopher Karl Popper said: "If you cannot say something simply and clearly, say nothing and go back to work, until you can say it clearly."*

*Writing is a process. No sentence that you have written must remain that way. On the contrary - the writer Heinrich von Kleist praised "the gradual formulation of ideas" when writing.*

*Do not force the reader to read a sentence three times. This happens when you spice up your text with insertions and subordinate clauses. Rule of thumb: An insertion must be less than three seconds long. Otherwise, the reader forgets the thoughts of the main clause, which drowns out information. For comparison: "The judge denied, after he had pronounced the sentence against the accused, the defense lawyer, by not saying goodbye, any respect." Would be clearer: "The judge denied the defense lawyer any respect. After he had pronounced the sentence against the accused, he did not say goodbye to him"*

*Distinguish between foreign and technical words. Many foreign words can be replaced with their English counterpart. Unlike foreign words, technical terms belong in a scientific text.*

*Be active. Scientific texts often suffer from becoming depersonalized. Use the personal pronoun "I" when you give your opinion, or call other authors by name. Do not write your sentences with a passive subject. Active formulations promote thinking.*

*Who, how, what? "The behavior of Homo economics must be considered carefully in order to draw conclusions about the effects of the lack of information." Huh? Who here has what, how, where and why? Ask yourself these questions to avoid errors in your wording.*

*Distrust adjectives. They can often be replaced by a noun. A literary work is a book, positive developments are gains and critical statements are criticisms.*

Sometimes a simple test helps: Give the thesis to your parents or a friend without business background and ask if they *really* understand the text or whether there are sentences that are

not yet entirely clear. Also ask if the work is structured clearly, whether the central arguments are clear, and whether it is fun to read.

Again: It's not enough to write a thesis that only has good content – Quality means being able to communicate the content. By the way, this applies not only to bachelor theses.

### **6.2.5 Anticipated technical problems**

It is recommended to define headings, figures, tables etc. as appropriate format templates (in this way directories can be created automatically) and to insert cross-references to pages, figures, tables etc. using the functions provided for this purpose. This saves you a lot of time.

Experience has shown that there are always surprises. Therefore, it is best to print the bachelor thesis several days before the deadline and pay attention to proper formatting when proofreading.

### **6.2.6 Some tips on time management**

Writing a research paper is a complex and (for the author) new task. Particularly problematic is that the complexity is often drastically underestimated. What initially seems simple can become very difficult and time consuming when the time comes to write the thesis.

This is one more reason to plan the time required for the individual steps and chapters (use of milestones). This way it becomes evident whether your pace is sufficient to complete the work within the given time frame. When scheduling, please give yourself a buffer, as experience has shown that deadlines often cannot be met.

As pointed out several times, repeated self-critical reviews are absolutely necessary in writing a high-quality thesis. The quality of a work usually increases with time, through the effort and critique that you receive from the people that you have asked for feedback prior to submitting your thesis. Therefore, you should try to have written the thesis completed three weeks before the due date. This allows enough time to tweak and improve your thesis (and thereby your grade).

The often attempted feat of writing through the night and having tens of friends correct and revise at the same time, scrambling to find a replacement toner cartridge as the sun rises, and running to the nearest copy shop to have your thesis bound in record time rarely has a happy ending. Most of the time, inconsistencies and errors are so bad that the grade will be very unpleasant.

## **6.3 Tips for theses in collaboration with corporate partners**

Principally we welcome theses that are developed through suggestion by and cooperation with corporate partners. Students who choose to go this route should note this is somewhat of a balancing act. The interests of academic research and practice are related, but not identical. The thesis is graded in terms of how well you work out an interesting and relevant problem and answer.

Experience has shown that there are always practitioners who would like the bachelor thesis to only solve a single concrete problem and are not interested in a generalization of the results. It is your responsibility to ensure that the work is of general interest.

## **6.4 Particularly challenging: Empirical studies**

In general, there are two different types of methods you can use in your bachelor thesis – either conceptual work (literature review and synthesis) or empirical work.

### **6.4.1 Is it worthwhile to work empirically?**

It depends. On the one hand, working empirically is usually more work; it asks for the acquisition of specific know-how and skills (with regard to qualitative and quantitative methods of collecting and analyzing data) in addition to a good overview about the relevant literature. On the other hand, working empirically has some major advantages: It gives you much more freedom in choosing a research question, as most questions call for empirical work to be answered properly. However, just summarizing existing literature would not be sufficient for a conceptual thesis - also a literature review should generate novel findings.

Requirement for an empirical bachelor thesis is an evidence of relevant knowledge because we want that you know what lies ahead of you. In empirical work the golden rule is that you have to put in some thought in your approach in advance, and not just “get started”. Errors that happen here by being too hasty are often irreversible.

Especially in empirical studies, an "Explanation of the world" will not be possible. You should therefore formulate the problem so that you can thoroughly and comprehensively examine it. If the topic is too big and wide, the work is almost inevitably trite and shallow. Ideal would be a "narrow" topic that you can analyze thoroughly and in depth.

### **6.4.2 Different types of empirical work**

You should first ask yourself whether you want it to be exploratory (usually smaller and not suitable for generalization) or hypothesis-testing (larger, quantitative).

Exploratory is, in contrast to widespread opinion among students, not inferior, "any worse" or "less empirical" than hypothesis-testing work.

When deciding "exploratory vs. hypothesis-testing", you are not always free to choose. A topic that has not been researched much will usually first require exploration. It doesn't make sense to just start inventing hypotheses. Rather, they must first be developed, which is naturally achieved through the use of literature and empirical exploration.

Hypothesis-testing theses thus usually require prior exploratory work. An exploratory bachelor thesis can be just as good, and provide the basis for a hypothesis-testing thesis. Ideally, hypotheses are the result of an exploratory thesis.

### **6.4.3 Importance of documentation**

It is very important to document the procedure accurately and comment critically. When conducting empirical research, there is often no ideal solution, and you must make compromises due for practical reasons. The researcher almost always, through personal decisions, affects the results (through questions in the interview, analysis, interpretation, etc.) - this is perfectly normal and legitimate. However, it is essential that all actions, all ambiguities, all interventions etc. are disclosed and explained, so that the reader can understand this.

### **6.4.4 Data collection and processing**

For quantitative work, it is often tempting to use every available statistic. However, writing an empirical work is not a competition of data. It's not about using as *many* procedures as *possible*,

but using the *correct* ones. In extreme cases, it is only a simple count of frequency. The basic rule is that you should always consider what the evaluation of data contributes in terms of answering the research questions.

When presenting results (i.e., empirical findings), it has proven to be useful to just show the bare results, i.e. presented as a table or graph. In the text you can then explain some of the key points (what is the average finding?) and finally, something that is often forgotten, *interpret!* Interpretation means that you try to describe what this result means in terms of the research questions, how it is classified, whether or not the result surprises you, how this has an effect on the theory, etc. Of course, we also explain the limits of interpretation, thus presenting "alternative explanations".

#### **6.4.5 Interviews**

If you cite substantially information from conversations or interviews, it is necessary to take minutes and transcribe interviews and to document them in the appendix. The transcripts need to be approved through a signature by the interviewee. The list of interviews contains name/s of the interviewee/s as well as location, date, duration and topic of the conversation.

Hence, interviews are recorded and later (with information about interviewee and date) transcribed – this way you can make a meaningful reference to statements made by the interviewee in your thesis (with reference to the appendix, interviewee, and page). The transcripts must be submitted along with the thesis in the appendix. The recordings must be saved on your side until the supervision and marking process of the thesis are completed (in case questions arise on the interview text), but they should not be handed in with your thesis. Confidentiality of course is essential. No personal data may be made available to third parties.

Do not make the mistake of underestimating the demands of qualitative interviews. They vary greatly from normal everyday conversations. Be sure to familiarize yourself with the relevant methods.

Another common misunderstanding is that it is best to have “a few expert discussions” when writing a bachelor thesis with the IfSTO institute. Of course, this can be useful, provided that it fits the problem, the experts are selected sensibly, the interviews are carefully prepared, conducted cleanly and analyzed carefully. If interviews are chosen as a method, generally speaking, 5 to 10 interviews should be conducted (also depends on context of study – agree with your supervisor on the total amount).

#### **6.4.6 Ethical dilemmas**

Especially in empirical work, clear ethical principles are important. Although we are not in the same situation as physicians or psychologists, who have to constantly worry, there are problems that can arise.

A guiding rule is that you cannot harm third parties, and must not abuse their trust. If you have promised respondents, for example, that after completing your investigation you will send them a brief summary of your findings, then you should do so. Personal data from interviews may of course not be disclosed to third parties. Also, the clever idea "I will announce that I am raffling off 10 MP3 players – they cannot verify who gets one anyways " is obviously not allowed. Should you have any doubts about something, you should seek the advice of your supervisor.

### **7 Formal guidelines**

The following formal requirements are “suggested requirements”, so you have some margin

of discretion. Please use these responsibly.

## 7.1 Structure and outline of thesis

A bachelor thesis can be written in either German or English (for BBE students it has to be written in English) and typically includes the following parts:

- Cover sheet (available for download on the WU website)
- Title page
- Table of Contents
- Figures and Tables
- Bibliography
- Appendix

Use a decimal outline in order to structure your work:

- 1 Introduction and problem statement
  - 1.1 Background
  - 1.2 Aim of the thesis
- 2 Current state of research
  - 2.1 External problem solving: New resources leading to innovative solutions
    - 2.1.1 Use of internal sources
    - 2.1.2 Use of external sources

## 7.2 Formatting the text

The thesis is one-sided, 1.5 line spacing. The font is Times New Roman, size 12, and the text alignment should be full justification. The margins should be 2,54cm all around. All pages of the text should be numbered with Arabic numerals.

Paragraphs make the text much easier to read. It is important to make sure that paragraphs tie together coherent thoughts. Figures, graphs, tables etc. are to be numbered chronologically and given a description. Figure captions are below figures, table captions above the tables.

We recommend you to use the provided template as it will ensure compliance with the formatting guidelines and allows you to focus on what is really important, the content of your thesis.

## 7.3 Citations in scientific work

### 7.3.1 Why cite and to what extent?

A scientific work builds on existing knowledge. Those who ignore the existing literature will not make a contribution to research. Therefore, the literature research and the reference to existing literature are of major importance. The WU library offers special courses in literature research on a regular basis. It is advisable to take advantage of this service.

The necessary number of references cited is a much-debated topic. It is not possible to specify a "minimum number". A relatively large literature base is not only advisable, but necessary for a good thesis. Of course, it is important to note that it is not the quantity that is important, but



rather the quality of the sources and how well they are applied. Strong empirical work, due to its focus, naturally uses fewer citations than a theoretical work. It can be said, although there are exceptions, that as a rule of thumb one can say that 20 scientific sources are certainly not enough, and that 50 sources tend to be the norm for a bachelor thesis.

For citing, the citation guideline listed below must be followed. Any use of someone else's intellectual material in a scientific work must be accurately cited, or otherwise be considered plagiarism. This rule will allow the reader of the thesis to determine whether the ideas presented by the author are his/her own, or if they originated elsewhere. It should be easy to locate and review the used citations. This applies both to verbatim and non-verbatim representation of others' work.

Plagiarism is not a petty offense and is as easily found as it is created. At WU, as well as at the department, special software is used, which automatically compares the submitted work with all possible sources. For more information, see: [Bachelor's Thesis - Bachelor's Student Guide: German-Taught Programs - Bachelor's Student Guide \(wu.ac.at\)](#) and [Bachelor's Thesis - Student Guide: English-Taught Bachelor's Programs - Bachelor's Student Guide \(wu.ac.at\)](#). Also, you are supposed to upload your bachelor thesis to the [myWU](#) platform, which will automatically run a plagiarism check over your final submission.

### **7.3.2 Verbatim quotations**

Verbatim reproductions are to be put in double quotes. Quotations within a quotation are indicated by single quotes. Footnotes belonging to a quoted source are not incorporated. Long quotations (two or more lines) can also be shown by indentation and narrower font, but longer quotations are to be avoided if possible and replace with brief summaries.

### **7.3.3 Paraphrasing**

Paraphrasing someone else's thoughts or expressions also requires correct citation. In this case, "c.f." (compare) can be added to the citation, but it is also common to leave that out.

Figures are only of scientific value if they are verifiable. All figures are therefore provided with source data. Even well known figures (such as population numbers and size information about countries) must be cited. If your thesis combines a number of different figures, re-arranged to make them comparable so that citing every single number is no longer possible, the beginning of the section should list all the sources and the methods used for rearranging should be referenced in a footnote. As it is with verbatim quotations and paraphrasing of text, tables, figure etc. do not only need to be cited if the contents were reproduced 1:1, but also if they were simplified, supplemented, or modified in any other way.

## **7.4 Presentation of sources**

### **7.4.1 Body of the thesis**

Generally, citation for IfSTO bachelor thesis is to be based on the APA (American Psychological Association: <https://apastyle.apa.org/>) guidelines, Version 7 (the most current version).

References in the body of the thesis are to be done by displaying the source in brackets directly following the quoted or paraphrased text. If you cite more than one publication in brackets, they are to be listed in alphabetical order and separated by a semicolon. The author's name and the year are usually not separated by a comma, except in publications with three authors, where the names are each separated by a comma. When there are more than three authors, only the first is listed and then appended "et al."

All references in the body of the thesis include the author's name, year, and – if you use a direct quote – the exact page numbers.

Only the bibliography includes the detailed description of the title, publisher, location, etc.

The success of the lead-user method in generating innovative ideas for companies has already been empirically documented. (Lilien et al. 2002; Urban and von Hippel 1988; Olson and Bakke 2001).

References for tables, figures, diagrams, etc., are placed directly below the object, preceded by the word "source" (or "sources"). To avoid any misunderstandings, any special notes to the figures in tables, diagrams, etc. are to be labeled with small letters (a, b, c, etc.) directly in the table or figure and referenced in the footnote.

When you create a figure yourself, you need to identify the figure as such (source: own rendering). If you take the basic outlines of a figure, but to make changes or additions, you must also note this.

Source: Own rendering based on Homburg and Krohmer 2003

## 7.5 Bibliography

Overview of how to cite different sources:

### – *Quoting books*

- Surname of the author (without any title)
- First name(s) of the author (either written out or abbreviated)
- Year (The year of the book is on the title page or on the back of the title page. If there is nothing to indicate the year of publication, this must be identified as "n.d." [= undated].)
- Title of book (subtitles can be omitted)
- Edition of the book (not required for the first edition)
- Publisher
- DOI (if available)

Jackson, L. M. (2019). The psychology of prejudice: From attitudes to social action (2nd ed.). American Psychological Association. <https://doi.org/10.1037/0000168-000>

### – *Quoting book chapters*

Edited books are collations of chapters written by different authors. To reference a single chapter, a different format is needed.

- Surname of the author (without any title)
- First name(s) of the author (either written out or abbreviated)
- Year (see above)
- Chapter title

- Name of the editors with the suffix “(ed.)”
- Title with the suffix (ed., page range)
- Location of publication (see above)
- Name of the publisher (see above)

Aron, L., Botella, M., & Lubart, T. (2019). Culinary arts: Talent and their development. In R. F. Subotnik, P. Olszewski-Kubilius, & F. C. Worrell (Eds.), *The psychology of high performance: Developing human potential into domain-specific talent* (pp. 345–359). American Psychological Association. <https://doi.org/10.1037/0000120-016>

If you use numerous works of an author with the same publication year, distinguish the citations by adding a small letter at the end of the year. (e.g. 1981a, 1981b).

WTO (1981a)  
WTO (1981b)

– *Quoting from URL (Publications on the World Wide Web)*

See <https://apastyle.apa.org/style-grammar-guidelines/references/examples/webpage-website-references>

**For other types of sources (film, song, ...) and more information on how to cite in your bachelor thesis please refer to the official APA citation guide**  
<https://apastyle.apa.org/style-grammar-guidelines/references/examples>

### 7.5.1 Literature Management Software

We recommend using a literature management software to handle citations while writing your thesis. Such a software not only increases efficiency but also ensures correct referencing in your thesis. Common literature management software programs are:

- Mendeley
- Zotero
- EndNote
- Citavi

For more information about how to use a literature management software you can refer to Fit4Research ([Fit4Research \(wu.ac.at\)](https://www.fit4research.wu.ac.at/)).

## 7.6 The use of Artificial Intelligence (AI) tools in Bachelor Theses

As an institute, we support a responsible experimentation with AI tools in the courses as well as within bachelor theses as we generally understand the possible assets such tools can provide. Given the institute’s focus on innovation, we seek to lead the way of applying AI tools with benefit as well as care. However, we clearly want to outline that the application of such AI tools requires deliberate, responsible, reflective, and ethical handling.

Therefore, important considerations need to be made when applying such tools, mainly concerning academic integrity, compliance, and reliability of data. As AI technology is

constantly evolving, we expect our students to adhere to the most recent policies and regulations.

In order to create the necessary awareness for a responsible application of AI tools, we have summarized the main aspects in the following guidelines which apply at all times when using such tools:

- Regarding the general areas of application, we clearly state that misusing text generated by AI tools (such as ChatGPT, Research Rabbit, Grammarly, Gemini, or others) is not considered original work. It is considered academic misconduct under our policy, leading to serious disciplinary actions. While the core content of any of your assignments (within courses as well as the master thesis) should be your own creation, you are allowed to use AI-based tools for informative inquiries about theory or practice in a specific field, grammar checks and writing revisions. However, you are not allowed to use AI-based software to generate new text, for example, by using prompts like “write a paragraph about my topic” or “make this chapter longer”. If you choose to use AI-based tools, please ensure that you provide a detailed overview in the appendix, including your prompts and the responses from the text generation software that you used to generate the section.
- When AI tools are applied within any course assignments or bachelor theses, students must cite their use clearly and appropriately. Any use of such tools without providing proper reference according to academic standards is—similar to the failure of citing any other reference—valued as academic fraud.
- Beyond proper citation of the application of such AI tools, students need to be aware that they are responsible for any content created when using AI tools. Content provided by AI tools can potentially be misleading in the formulation or even wrong; it is the students’ responsibility to ensure the correctness and accuracy of the generated text prior to any submission of work, and to understand the limitations of using such tools. We therefore urge students to first and primarily engage with original work (e.g. the original research paper published in academic journals or books; original sources of market data).

Our institute supports the deliberate and ethical application of such tools under strict adherence to good academic citation standards. For any questions or unclarities on the usage of AI tools, please directly contact your (co-)supervisor.

## 8 FAQ

Some questions we get asked frequently and would therefore like to clarify.

*Do I need to find a topic on my own?*

→ No. Our website usually lists some available topics and the assistants often have ideas as well. Of course, you can also approach the assistants with your own suggestions for topics.

*Can I submit a business plan that I am writing for a start-up as a bachelor thesis?*

→ No. A bachelor thesis is the solution to a general problem. Perhaps it is possible to generalize a particular aspect of it. Talk to an assistant about it.

*How often do I need to revise the proposal so that I receive an approval for supervision?*

- Writing and editing a scientific work is an iterative process. Generally, the proposal and outline are revised several times. The number of revisions, however, does not decide the approval for supervision. You will receive an approval when we are convinced that you are able to identify a problem and to structure a possible solution, thus composing a high-quality thesis.

*Proposal, Application - why these hurdles?*

- We have one goal: You should have every opportunity to complete a good thesis. This means that misunderstandings should be avoided whenever possible – ideally right from the beginning. This application process should ensure that you are on the right track.

*Can I hand in my thesis to my supervisor for pre-correction before the final submission?*

- No. You are responsible for the thesis, and must decide when it is done on your own. We will support you in all important decisions and steps in the process (see also "6. Role of the supervisor").

*Is it true that you can only receive an A (grade), if you write an empirical thesis?*

- No. You will receive an A if you have done very good work - whether theoretically or empirically. However, it has been shown that some students find it easier to demonstrate their own performance and contributions in empirical works.

*How often do I have to report to my (co-) supervisor?*

- That is for you to decide. Generally, there is more intense contact in the beginning, and then less frequent contact throughout the rest of the process. Generally speaking, there are 4 meetings between the supervisor and the student per bachelor thesis.

*Will I get any feedback on my thesis?*

- Yes, of course. Make an appointment with your supervisor for a final supervision meeting. We will be happy to go over the strengths and weaknesses of your thesis after it has been assessed, so that you can take away as much as possible from the experience.