

GUIDELINES FOR FINAL THESES



**HUMAN RESOURCES,
MANAGEMENT &
ORGANISATION**

Chair of Human Resources, Management & Organisation

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Ingolstadt School of Management

Catholic University of Eichstätt-Ingolstadt

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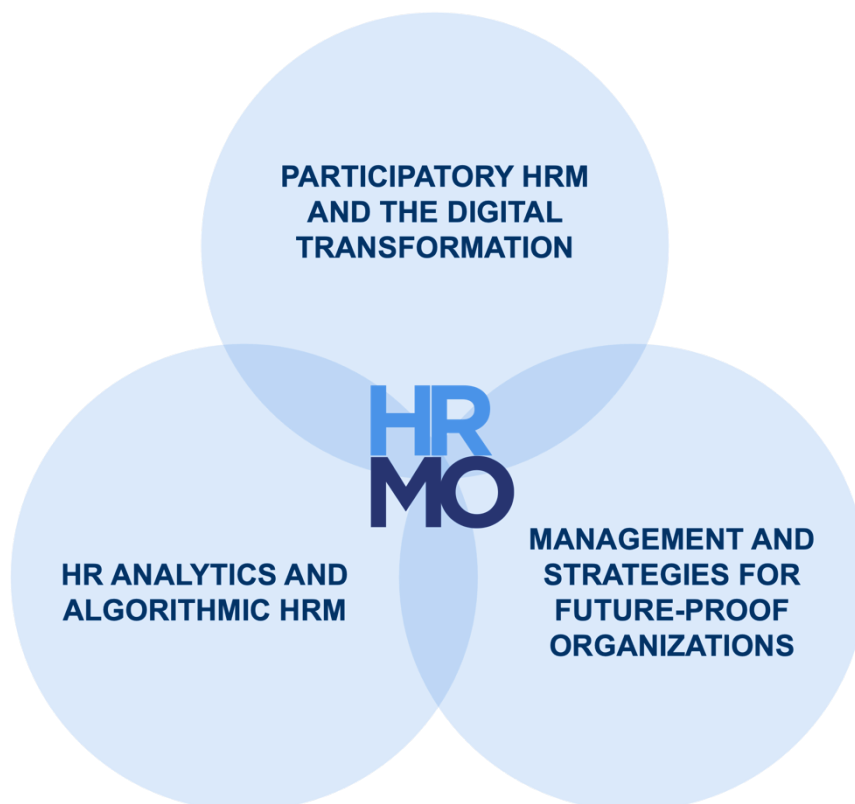
Before Writing the Thesis

Application

To apply for writing a thesis at the Chair of Human Resources, Management & Organisation, please complete the relevant application form. This can be found on the Chair's website under "Theses". Please send the completed form from your student email address to hrmo-office@ku.de. Please do not contact potential supervisors individually!

Choice of Topic

You have the option of working on a thesis topic published by the Chair or developing your own topic. The published topics can also be found on the Chair's website under "Theses". A self-chosen topic should fall within at least one of the areas of Human Resources, Management or Organisation, ideally within one of the following research areas of the Chair:



Registration of the Thesis

When registering your thesis, please pay attention to the following points:

- Use the **appropriate registration form** for your degree programme. You can find these on the website of the Ingolstadt School of Management under “Information for Students”.
- Fill in the section of the form intended for students **yourself**. The “Themensteller” (topic supervisor) refers to the supervisor of your thesis.
- Send the completed form to hrmo-office@ku.de and NOT to members of staff at the Chair.
- The form will be signed and forwarded by the Chair to the Examinations Office, which will subsequently contact you regarding your submission date.

Writing the Thesis

Note:



For all aspects of the thesis that are not explicitly regulated or explained in this guide, the guidelines of the **APA (7th edition)** are to be applied.

For any open questions, please always refer to the current APA 7 guidelines and implement them accordingly. However, the specifications in this guide take precedence where they deviate from or specify the APA guidelines in more detail.

Length of the Thesis

If your respective examination regulations (Prüfungsordnung) contain instructions regarding the length of your thesis, please adhere to those specifications. If this is not the case, the following specifications apply:

Bachelor's theses	35 pages of text (+/- 10 per cent)
Master's theses	70 pages of text (+/- 10 per cent)

Language and Style of the Thesis

- Theses written in German must be composed according to the rules of the new German spelling reform.
- Theses written in English may be composed in British English or American English. However, the chosen spelling convention must be applied consistently throughout.
- Colloquial expressions, filler words and empty phrases are to be avoided.
- Personal opinions and unsubstantiated claims are to be avoided.
- As a general rule, sentences should remain comprehensible. A rule of thumb is to avoid sentences that extend beyond three lines.
- Readers should not be addressed directly.
- Students are explicitly permitted to use **inclusive language** and may refer to the guide of the KU Eichstätt-Ingolstadt in this regard.

Structure

1. Title Page

The title page of the thesis must contain the following information:

- **Title of the thesis** (in German and English)
- **Chair** (Chair of Human Resources, Management & Organisation)
- **Chair holder** (Prof. Dr. Verena Bader)
- **Supervising staff member of the Chair**
- **Type of thesis** (Bachelor's thesis for the attainment of the degree of Bachelor of Science OR Master's thesis for the attainment of the degree of Master of Science)
- **Faculty** (Ingolstadt School of Management)
- **University** (Catholic University of Eichstätt-Ingolstadt)
- **First and last name of the author**
- **Matriculation number**
- **Submission date of the thesis** (as noted on the confirmation from the Examinations Office, even if the thesis is submitted earlier)

2. Abstract

The thesis must include a brief summary of the aim, approach, results and contribution of the thesis. The abstract must not exceed 250 words.

3. Table of Contents

The thesis must include a table of contents outlining the structure of the thesis. The section headings in the table of contents must correspond with the headings and numbering used in the text. The table of contents must reference the correct page number for each heading.

4. List of Figures

The list of figures lists all figures (their numbering and title) in the style of a table of contents, along with their respective page numbers. The layout should correspond to that of your table of contents.

5. List of Tables

The list of tables lists all tables (their numbering and title) in the style of a table of contents, along with their respective page numbers. The layout should correspond to that of your table of contents.

6. List of Abbreviations

The list of abbreviations explains all abbreviations used in your thesis, in alphabetical order. For each line, state the abbreviation and its spelled-out form. No further explanation should be given.

7. Content

The content of your thesis should formally comply with all requirements mentioned [here](#). The specific content depends on your topic, and any questions you have in this regard should always be discussed with your supervisor.

8. Appendix

The appendix contains all supplementary materials for your thesis. This may include, among other things, large tabular presentations, legal texts, transcripts of expert interviews or questionnaires.

The appendix is numbered continuously. This numbering is independent of all other numbering used within the body of the thesis and follows the pattern: Appendix A, Appendix B, Appendix C, etc. The numbering is centred above the appendix and formatted like the first heading level.

9. References

The reference list lists all literature cited by you in the thesis. Please pay attention to the formal requirements described [here](#).

10. Declaration on the Use of Artificial Intelligence

The declaration on the use of artificial intelligence lists all AI tools used in your thesis, their use and their integration into the thesis. Please ensure you follow the Chair's AI guidelines in this regard. Please contact your supervisor about this.

11. Declaration of Originality

The declaration of originality serves to confirm that you have written the submitted thesis independently, used only the specified sources and aids, and appropriately marked all content and ideas used from other persons. Please pay close attention to the text and the formal requirements described [here](#).

Formal Requirements

Layout

Font	• Arial (11 pt) OR • Times New Roman (12 pt)
Font colour	The thesis must be formatted throughout in black font colour.
Text formatting	Text formatting The thesis must be formatted in justified alignment with hyphenation. The first line of each paragraph is indented by 1.27 cm. The thesis must be formatted with one-and-a-half line spacing. Blank lines should be avoided within the body text and before or after headings.
Page breaks	A page break must be inserted after the following content: • Title page • Abstract • Table of contents • List of figures • List of tables • List of abbreviations • Paragraphs with first-level headings (be careful not to insert a page break after every heading paragraph!) • Appendix • Reference list • Declaration on the use of artificial intelligence • Declaration of originality
Margin width	• Left: 3,0 cm • Right: 2,5 cm • Top: 2,5 cm • Bottom: 2,5 cm
Headings	• First level: Centred, bold, same font size as body text • Second level: Left-aligned, bold, same font size as body text • Third level: Left-aligned, bold, italic, same font size as body text • Fourth level: Left-aligned, italic, same font size as body text • Fifth level: Left-aligned, first line indented by 1.27 cm, italic, same font size as body text More than five levels are to be avoided! At least two headings must be included for each level! Each heading is followed by a paragraph.

	Headings are to be numbered according to the following principle: 1 1.1 1.2 1.2.1 1.2.1.1 1.2.1.2 1.2.1.2.1 1.2.1.2.2 1.2.2 ...
Footnotes	Footnotes are to be written in 10 pt. Each footnote begins with a capital letter and ends with a full stop. Footnotes are to be written in justified alignment with single line spacing and formatted with Arabic numerals.
Page numbers	Page numbers are to be given centred in the footer. The title page, the declaration on the use of artificial intelligence and the declaration of originality do not receive a page number. The abstract, table of contents, list of figures, list of tables, list of abbreviations, as well as the appendix and reference list, are to be numbered continuously with Roman numerals. The main text is to be numbered continuously with Arabic numerals.

Figures

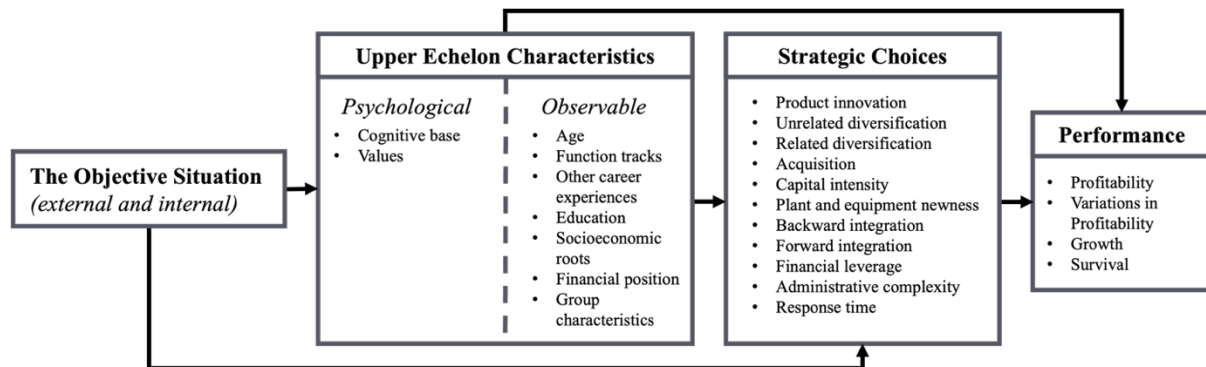
Figures should be used purposefully to illustrate content and support understanding of the relationships presented. Each figure is to be numbered continuously and given a short, precise title. The numbering and title are placed above the figure. Below the figure, notes or source information should be provided where applicable.

Figures must be introduced, explained and contextually integrated within the text. They must not be used merely for the visual design of the thesis. Figures that have been adopted or adapted from other sources must be accompanied by an appropriate source citation.

Please follow the example below and the APA 7 guidelines when presenting figures:

Figure 1

Upper Echelons Theory



Note. The graphic was created based on Hambrick and Mason (1984). The content has not been altered.

Tables

Tables should serve to present extensive information clearly and to depict relationships in a structured manner. Each table is to be numbered continuously and given a short, meaningful title. The table number and title are placed above the table. Below the table, notes or source information may be added where necessary.

When designing tables, attention should be paid to a clear and consistent presentation. Tables should be clearly structured and contain only the necessary lines. Vertical lines should be avoided. Horizontal lines can be used selectively to improve readability. The font size within the table may differ from the thesis's standard font size but should remain clearly legible. Table headings and content are to be formatted consistently, and numerical values should be sensibly aligned. Each table must be introduced, explained and interpreted in terms of content within the text. Tables must not serve solely to present data, but must offer a recognisable added value to the argumentation of the thesis. Tables that have been adopted or adapted must be accompanied by an appropriate source citation.

Please follow the example below (a fictitious one) and the APA 7 guidelines when presenting tables:

Table 1

Descriptive Statistics and Correlations of Socioeconomic Characteristics of the Top Management Team, Status Orientation, Perceived Social Mobility and Firm Performance

Variable	<i>M</i>	<i>SD</i>	1	2	3	4
1. SES of TMT	6.20	1.40	—			
2. Status Orientation of TMT	4.90	1.10	.35**	—		
3. Perceived Social Mobility	5.30	1.20	.42**	.28**	—	
4. Firm Performance (ROA in %)	7.10	3.00	.31**	.25**	.38**	—

Note. SES = socioeconomic status of the top management team; ROA = return on assets. Values above the diagonal are not shown. * $p < .05$. ** $p < .01$.

Literature

Citations

When using and citing literature sources, the guidelines of the 7th edition of the American Psychological Association (APA 7) must be adhered to. This applies both to in-text citations and to the formatting of the reference list. All sources used must be cited completely and traceably, so that the origin of the information used is clearly verifiable.

Literature Review

A thorough and systematic literature review forms the basis of any academic thesis. When selecting the literature used, attention should be paid to a high standard of academic quality and relevance of the sources. Current and pertinent academic publications that make a well-founded contribution to the respective field of research should be preferred.



To assess the quality of academic journals, the current ranking of the “**Verband der Hochschullehrer für Betriebswirtschaft**” (**VHB**) should primarily be used. In particular, articles from **A- and B-ranked journals** should be considered. The use of contributions from lower-ranked journals or other sources is possible, provided that these are academically sound, relevant and suitable for the research question. Nevertheless, the quality and suitability of each source must always be critically assessed.

Declaration of Originality

Every thesis must be accompanied by a signed declaration of originality. With this declaration, you confirm that you have written the thesis independently and have used no sources, aids or permissible support other than those specified. Furthermore, you confirm that all content adopted verbatim or in substance has been marked as such and that the sources used have been fully cited. False statements in the declaration of originality may be regarded as an attempt at deception and may result in corresponding consequences under examination regulations. The declaration of originality is to be inserted at the end of the thesis and signed by hand. Please follow this template:

I hereby declare that I have written the present thesis independently and without unauthorised external assistance. I have used exclusively the sources, aids and permissible support specified in the thesis. All passages taken verbatim or in substance from published or unpublished sources have been marked as such, and the corresponding sources have been fully cited.

I further declare that this thesis has not been submitted, either in the same or a similar form, as an examination assessment at this or any other institution of higher education, unless this has been explicitly disclosed and approved.

Where artificial intelligence or comparable digital tools have been used in the preparation of this thesis, this was done exclusively within the framework of the applicable guidelines. The use of such tools has been transparently documented. Responsibility for the content, the accuracy of the information provided and compliance with the principles of good academic practice lies exclusively with me.

Place, Date

Mr. Mustermann
.....

First name Surname