



**Writing Seminar Papers and Theses
at TUM Campus Heilbronn
Center for Digital Transformation**

**TUM School of
Management**

April 2022

*This document is based on the guidelines for writing scientific papers from Prof. Dr. Christoph Kaserer's Chair of Financial Management and Capital Markets and from Prof. Dr. Dr. Ann- Kristin Achleitner's KfW-Endowed Chair in Entrepreneurial Finance, TUM School of Management.

Inhalt

1	Preface.....	3
2	General Information.....	4
2.1	General procedure	4
2.2	Submission Requirements.....	5
2.3	Structure of the Seminar Paper/ Thesis.....	6
2.3.1	General Remarks	6
2.3.2	Table of Contents.....	7
2.3.3	Structure of the Text Content	8
2.3.4	Figures and Tables	8
2.3.5	Abbreviations	10
2.3.6	List of References	11
2.3.7	Mathematical Formulas	11
2.5	Referring to other sources	11
3	References.....	12
3.1	General Citation Rules	12
3.2	Footnotes	14
3.3	Format of footnotes and references.....	15
3.4	Exemplary quotations.....	16
3.4.1	Articles in Journals and Magazines	16
3.4.2	Monographic and Other Independent Publications	17
3.4.3	Articles in Volumes, Hand Dictionaries, and Text Books	17
3.4.4	Working Papers.....	18
3.4.5	Newspaper Articles	18
3.4.6	Institution, Organization or Company as the Publisher	19
3.4.7	Articles with Anonymous Authors, e.g. in Newspapers	19
3.4.8	Laws, Regulations, Guidelines	20
3.4.9	Interviews.....	21
3.4.10	Websites	21
4	Appendix	23

1 Preface

Scientific papers have important requirements with regard to format and content. Adherence to the following format and citation rules is therefore a prerequisite for the success of a seminar paper or a thesis. **Failure to adhere to the format rules or misuse of the citation regulations can result in downgrading. In extreme cases the content of the seminar paper/ thesis will not be evaluated and will be graded as “failed”.**

These guidelines apply to all seminar papers and theses at the center for digital transformation unless stated otherwise by the respective professors. In this case, the specific guidelines of the respective professor apply. Please consult the professor’s website for further information.

In the following, seminar, master and bachelor theses are to be treated equally, if not stated otherwise. They will be referred to as “thesis”.

These guidelines are also applicable to project studies (“Projektstudien”).

2 General Information

2.1 General procedure

At the end of every semester, the professors of the TUM Campus Heilbronn Center for Digital Transformation provide potential topics for the Bachelor's/Master's thesis for the next semester. Students can apply for a thesis topic by sending in a list of preferences. Students need to submit the following documents along with the application form:

- Transcript of Records
- CV
- Motivational Letter for the first preference (1 page)

It is also possible for students to suggest their own topics. In that case, students need to describe their intended thesis topic in their motivational letter. Please send your application documents to office.cdt@mgt.tum.de. The application deadline for thesis topics is March 15 for the summer semester / September 15 for the winter semester. It is our intention with this process to ensure that all students can finish their thesis within one semester. If your individual situation requires you to start writing your thesis at a different time, professors may be open to supervising your thesis even when the application deadline has already passed. In this case, please consult the professors' website

After receiving the information on the assigned topic, your thesis will need to be officially registered. Your supervisor will carry out the registration in the portal of the TUM School of Management <https://portal.wi.tum.de/>. In order for your supervisor to register your thesis, you will need to provide the following information:

- matriculation number
- surname, first name
- working title of my thesis (in consultation with my supervisor)
- registration date (in consultation with my supervisor)
- cooperation partner (e.g. company, NGO, etc.)

no

yes

- name of company
- operating nationally or internationally

- start-up or NGO or established

For more information, please refer to the “information sheet registering your thesis”.¹

2.2 Submission Requirements

Information about current submission requirements can be found in the information sheet “Information Sheet Submitting your thesis”.²The submission of seminar papers may vary depending on the professor. Please check with each professor individually how you need to submit seminar papers.

Seminar Papers: Two electronic versions must be submitted.

One version must have a regular cover sheet (see appendix). The file should be named: “Seminarpaper_FirstName_LastNameOfStudent”.

The second digital version should have a cover sheet without the students address, telephone number and matriculation number. It should be named:

“Seminarpaper_FirstName_LastNameOfStudent_anonymous”.

Examples of seminar paper file names:

SeminarIFM_Max_Mustermann_anonymus (Seminar paper without personal details on the cover sheet)

SeminarIFM_Max_Mustermann (Seminar paper with personal details on the cover sheet)

Thesis: The digital version of the thesis should be named:

“Thesis_StudentName_AbbreviatedThesisTitle_DateSubmitted”.

Example for a thesis file: MastersThesis_Mustermann_DistressedDebt_2020_05_30

The thesis should be printable on **DIN A4** page format. The following measures apply for margins:

- Left margin: 2 cm
- Right margin: 5 cm

¹ <https://www.wi.tum.de/downloads/>

² <https://www.wi.tum.de/downloads>

- Upper margin: 2 cm up to the text, page numbers can be written higher
- Lower margin: 1 cm

The fonts Times New Roman or Arial are compulsory. The font size should be 12 pt for Times New Roman and 11 pt for Arial. The standard width for character separation should be used. The line spacing requirement is **1.5-spaced lines**. Separate paragraphs should be inserted through additional 6p spacing. Do not insert an empty line between paragraphs. The entire text should be aligned using justification (“Blocksatz”). Footnotes should be single-spaced and their font should be 2 pt smaller than the font used in the text (10pt for Times New Roman, 9pt for Arial). Footnotes should be **numbered consecutively** throughout the entire text (including the attachments) **starting with 1**. Endnotes instead of footnotes are not allowed. Throughout the text, no subtitles (i.e. titles that do not introduce a new chapter, section or subsection) should be used.

The pages of the table of contents, the table of figures, the list of tables, the table of attachments and the list of abbreviations are numbered using roman numerals. The pages of the text body are numbered using Arabic numerals.

The required length of the text body is as follows:

- Bachelor-Thesis: 35 pages (+/- 5 pages) of text and tables/figures (plus appendix)
- Master-Thesis: 55 pages (+/- 5 pages) of text and tables/figures (plus appendix)
- Seminar papers: Length requirements can be found in the module descriptions

Please note that some professors may have different requirements regarding the length of the text body or formatting preferences. In this case, please consult the respective professor.

Excess of the page limits or “space-saving” through smaller fonts, smaller line spacing, or other techniques may result in downgrading.

2.3 Structure of the Seminar Paper/ Thesis

2.3.1 General Remarks

A seminar paper or a thesis consists of the following parts. The order of the items is mandatory:

- Cover page
- Table of contents
- List of figures
- List of tables
- Table of attachments
- List of abbreviations
- List of symbols
- Text content
- Appendix
- References
- List of interview sources
- Statement of academic integrity and adherence to the requirements of the Center

Sample cover pages for seminar papers and master theses are attached. The list of figures, tables, abbreviations and symbols are only necessary when corresponding items are used in the paper. As long as they are not pertinent to the content, attachments to seminar papers or master theses are not necessary. **Illustrations and tables have to be inserted in the text and are not attachments.**

2.3.2 Table of Contents

The purpose of the table of contents is to provide an overview of the paper and to familiarize the reader with the logical structure (the thread) of the paper.

You should adhere to the following points for your table of contents:

Use the decimal system to structure the items (i.e. 1, 1.1, 1.1.1). In this numerical system two ciphers are divided by a period. There is no period behind the last cipher of the item.

- Indicate the corresponding page for all items.
- A chapter must not have only one section. It should comprise of none or at least two sections. This also applies to sections, subsections and so on.
- If a chapter comprises several sections, there must not be more than a brief introduction to the following sections on the level of the chapter. The same applies to sections, subsections and so on.

- No subtitles (i.e. titles that do not introduce a new chapter, section or subsection) should be used. Instead, a new section, subsection, etc. should be started.

2.3.3 Structure of the Text Content

The text body of the seminar paper or thesis usually **consists of three parts: Introduction, main part and conclusion**. Additionally, the paper / thesis may also contain an **appendix**. All parts should be written in your own words. The paper or thesis must not be an accumulation of citations.

The **introduction** should introduce the topic, motivate and state why it is important for the scientific or business community. The overall topic can be narrowed down to certain aspects and main definitions can be introduced. Formulate a clear objective. Furthermore, give a short outline of the paper or thesis. The outline of the paper should not only introduce the main paragraphs but also make clear why the course of action is taken. The introduction is usually about one page for a seminar paper and two to three pages for a thesis.

The **main part** consists of several reasonable structured paragraphs to deal with the problem of the seminar paper / thesis. Ideas and concepts should be presented in a concise way and should be critically assessed. Thorough literature review should be used to check whether an idea has already been conceived by a different author: Absence of quotes means that the author of the paper / thesis is the intellectual originator of an idea. If this is not true, it is a case of plagiarism (which means the candidate fails on the paper / thesis in severe cases)!

The **conclusion** summarizes the main findings and results of the seminar paper or thesis. It should answer the problem statement mentioned in the introduction. The conclusion should assess the paper / thesis from a critical point of view. If possible, the conclusion may provide an outlook on future research or future developments in the respective field.

The **appendix** is not a mandatory part of the paper / thesis. It contains supplementary information (protocols of interviews, data, additional figures, explanations on calculations) that is not necessary to understand the main part but still worthwhile to share with the reader.

2.3.4 Figures and Tables

Figures and tables should complement the text in a short and concise manner. They serve to visualize and thus clarify complex structures or enumerations. Don't use figures and tables that are not explained or referred to in the text.

Figures and tables are to be integrated into the text by referring to them. They have to be numbered consecutively and have to be assigned a caption. The caption is to be on the same page as the figure/table. All figures/tables in the text should be listed in the table of figures with their number, title and page. If necessary, they have to contain notes in order that the reader can directly understand the figures/tables without referring to the main body of the text. In case a table presents results of a statistical analysis, it should contain a larger note section that explains the definition of all variables and other abbreviations used in the table. Moreover, it should also be explained briefly in the notes what type of statistical analysis has been undertaken.

If figures are based on sources, these sources have to be indicated in a corresponding footnote. If figures are directly taken from a source, the footnote should begin with "based on ..." or "taken from ...". If figures are taken from a source but modified (e.g. extended or shortened), the footnote should start with "modified, taken from ...". If figures are based on the student's own thoughts, the footnote should mention "own source" or "own calculations". The same applies to tables.

Spacing in tables and figures can be single-spaced and font size may also be smaller than in the body of the text.

Professors may have different preferences with regards to how detailed the descriptions of tables need to be. Please consult the respective professors for further information.

Example of a figure:

Conceptual framework of entrepreneurial finance

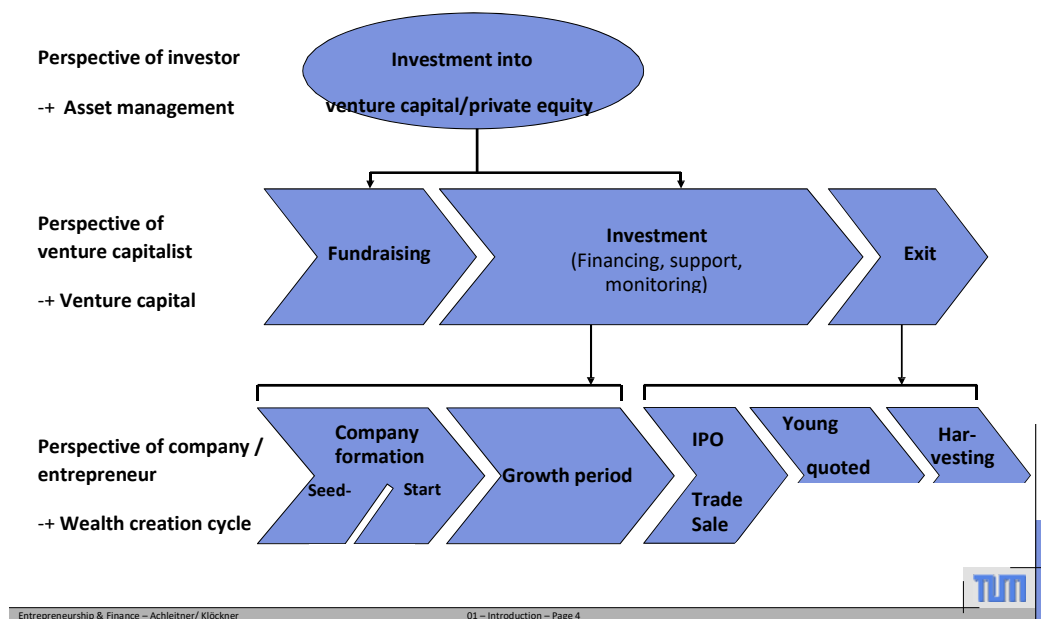


Figure 1: Conceptual framework of entrepreneurial finance¹

¹Taken from ...

2.3.5 Abbreviations

You can use commonly used abbreviations, such as i.e. or e.g. It is not required to list them in the list of abbreviations. Other abbreviations should be held to a minimum.

Abbreviations have to be defined when used the first time throughout the text, for example "Venture Capital (VC)". Additionally they have to be listed in the list of abbreviations. Abbreviations for convenience such as "w/o" for without or "info" for information are not allowed.

For references in the footnotes or in the list of references the following abbreviations are common and must not be listed in the list of abbreviations:

Cf. (Confer Latin for compare), Cp. (compare), Ed. (Edition), ed. by (edited by), eds (editors), f. (following page), p. (page), pp. (pages), Vol. (Volume), Iss. (Issue) and No. (Number).

2.3.6 List of References

In the list of references all literary sources you quoted throughout your paper have to be included. They must be arranged alphabetically by author. Do not use any other subdivision within the list of references (except for laws, regulations, and governmental guidelines, see section 3.4.8). Several publications of the same author are chronologically listed – starting with the oldest publication. Literature reviewed while working on the paper but not quoted in the paper is not to be included in the list of references.

In case several authors have jointly composed the publication, the authors' order as indicated on the publication has to be remained and the first author determines the position of the publication within the list of references. The names of two or three authors are separated by a slash "/". For publications composed by more than three authors, in the footnote, you may indicate the name of the first author and add "et al.", e.g. Kaserer, C. et al. (2014). Within your references all authors have to be named.

For publications by the same author(s) in the same year, a letter will be added at the end of the year (starting with "a" and continuing in alphabetical order), e.g. Kaserer, C. (2014b).

If the publisher of a source is located in several cities, all these places have to be included in the reference. The places should be spelt in the language of the thesis/ paper i.e. in a paper in English, Munich should be used instead of München.

2.3.7 Mathematical Formulas

Variables and mathematical symbols used in the text are to be written in italics, e.g. r . Distinctive formulas have to be centered and numbered consecutively with numbers in brackets on the right edge of the page, see the following example.

$$r = r_f + \beta (r_m - r_f) \quad (1)$$

All mathematical symbols used have to be listed in the list of symbols.

2.5 Referring to other sources

Authors of scientific papers build on the relevant ideas of other researchers. This method is called citing or quoting. Referring to other sources can be used to shorten the descriptions that are already written elsewhere.

Whenever you quote, you must have read the original source to make sure not to change the meaning of a sentence/ idea by separating it from its context. Besides seldom exceptions, it is not tolerable to base whole pages or an entire section on only one source.

3 References

3.1 General Citation Rules

In general, for every thought taken from another source you have to indicate the original source where you have taken it from.

Whoever does not cite an external source is guilty of stealing intellectual property (plagiarism) and the seminar paper/ thesis will be graded as “failed” in severe cases. For further information on good academic practice, please refer to the following document: https://portal.mytum.de/archiv/kompodium_rechtsangelegenheiten/sonstiges/wiss_Fehlverh_.pdf/file_view?

You can choose the citation style according to your personal preferences as long as you use the selected citation style consistently throughout your thesis. The following sections of this chapter provide an overview of some important information regarding citation rules. For more in-depth information, you can use the citation guide provided by the TUM library: <https://mediatum.ub.tum.de/doc/1236069/1236069.pdf>

There are two different types of quotations: direct and indirect ones. A **direct citation is the adoption of** sentences, parts of sentences, terms, definitions etc. in their original wording. The direct citation has to start and end with quotation marks. Direct citations have to be completely concordant with the original text.

If you fail to mark a direct citation this is a strong violation against format rules and might result in the grade “failed”!

When leaving out words or fragments of a sentence in a direct citation you have to indicate this by inserting “...”. When you need to make any grammatical adjustments, you have to put these in squared brackets []. Extensions of a citation are only allowed for further explanation;

you have to insert these in squared brackets. Mistakes in the original text have to be adopted as they stand, but you can indicate these by marking them with [!]. Changes in the syntax of a direct citation or replacement of single words in a direct citation are not allowed.

Example:

“Numerous buyouts, ... have accomplished substantial organizational turnarounds by pursuing innovation instead off [!] efficiency gains.”

Direct quotations from literary sources in German language can be translated or can be adopted in their original wording. Direct citations from texts in foreign, but not German/English language have to be translated. In addition, the corresponding footnote should include the original wording of the original text (in brackets and in quotation marks).

In indirect citations, the idea of a certain text passage is adopted. As you use thoughts and arguments of the author(s) you have to indicate these with their source in the footnote. The corresponding footnote starts with “See”, “Cp.”, or “Cf.”.

Examples for direct citations:

Shrivastava (1995) suggests that the creation of ecologically sustainable economies “involves development of regulations and public policies for ecology-sensitive industrialization and urbanization”¹.

Corresponding Footnote:

¹Shrivastava (1995), p. 940.

Examples for an indirect citation:

Karolyi (2016) argues that financial research might be biased by a continuous, strong focus on the U.S. market.¹

Corresponding Footnote:

¹See Karolyi (2016), p. 2075.

Please note, that professors may have citation preferences that slightly deviate from the recommendations presented here. For instance, some professors may prefer in-text citation with parentheses instead of footnotes.

Example:

Karolyi (2016, p. 2075) argues that financial research might be biased by a continuous, strong focus on the U.S. market.

Please check the website or specific announcements of your professor. Remember, that irrespective of citation style, it is **always** mandatory to cite all external sources correctly!

Secondary sources, i.e. citations not from the original text but from another author who cited the original author, are not allowed. Each citation (direct or indirect) has to be checked with the original text. As an exception, a secondary source can be cited, if it is not possible to find a source with intensive research. The footnote should be as follows: "X cited in Y", where X is the originator of the thought and Y is the quotation at hand.

Example for citation of a second hand source in a footnote:

See Kotler (1982), pp. 269 ff. cited in Achleitner/Thommen (2003), p. 274.

Example for citation of a second hand source in the list of references:

Achleitner A.-K. / Thommen J.-P. (2003): Allgemeine Betriebswirtschaftslehre, 4th Ed., Wiesbaden 2003.

and

Kotler, P. (1982): Marketing Management – Analyse, Planung und Kontrolle, 4th Ed., Stuttgart 1982 (cited in Achleitner/Thommen, 2003).

3.2 Footnotes

Footnotes are primarily used to indicate a source quoted in the text. Footnotes consist of two parts: The reference number and the explanation.

The reference number of a footnote is inserted in the text as a small number at the end of the sentence (right behind the punctuation sign). In case only a part of a sentence refers to an

external source the footnote number should be placed behind the respective part of the sentence. A footnote at the end of a paragraph without any preceding footnote in this paragraph means that the whole paragraph is based only on this source.

If a paragraph refers to only one external source and introduces a new theory or model or if the author(s) should be highlighted, the author(s) of this source should be mentioned in the beginning of the paragraph in capital letters and the footnote with the corresponding reference should be put right behind the author(s). Alternatively, this footnote can also be placed at the end of the paragraph.

Example:

ACHLEITNER/THOMMEN¹ describe the problem solving process of investing. The process can be divided into six phases. The first phase is the analysis of the starting point, the last is the evaluation of the results.

¹See Achleitner, A.-K. / Thommen, J.-P. (2003), pp. 586-588.

The explanation of a footnote appears at the end of the page, which contains the source the footnote describes, starting with the respective number of the footnote. In case one sentence is based on several sources, all sources are enumerated in one footnote and separated by a semicolon “;”.

Footnotes can also be used to provide additional information that is not relevant enough to be included in the text but worthwhile for the reader to know. This additional information can be combined with a reference. In this case, the reference comes first and is separated by a semicolon from the additional information, which starts with a capital letter.

All footnotes must end with a full stop “.”. Footnotes containing additional information should not be used excessively.

3.3 Format of footnotes and references

The format of entries in the footnotes and in the list of references differs according to the type of source. In the footnotes **abbreviated citation rules** are applied. These footnote abbreviations include the author, the year of publication and the page numbers.

The following entries show in general how the entries should look like. In addition, the rules for the different kinds of publications are explicitly named in the following.

The literary sources cited in the **footnotes** are always written in the following format (please note that footnotes always end with a full stop):

Last name of the author or authors (year of publication), page numbers.

For all entries in the list of references, the following format applies, regardless of the type of source:

Last name, first letter of the first name or first names of the author (year of publication): title of the source, further information.

All further information depends on the type of source.

For page number, the abbreviation "p." should be used. When referring to several pages, use "pp." instead of "p.". The abbreviation "f." indicates that the page explicitly given and the following page are quoted, i.e. "pp. 23f." is equivalent to "pp. 23-24". Although the abbreviation "ff." can be occasionally found in literature, it must not be used in your paper/ thesis.

For details on how to quote from a source written by several authors or published in several cities, please refer to section 2.4.6 List of References.

3.4 Exemplary quotations

3.4.1 Articles in Journals and Magazines

Entry in the list of references:

Last name, first letter of the first name of the author(s) (year of publication): title of the article, in: title of the journal, volume (issue), first and last page of the article.

If an article is accepted but in press, put "in press" instead of the year and leave out any information on pages, volume and issue.

Examples for entries in the list of references:

Arthurs, J. / Busenitz, L. (2003): The boundaries and limitations of agency theory and stewardship theory in the venture capitalist/entrepreneur relationship, in: *Entrepreneurship Theory and Practice*, 28 (2), pp. 145-162.

Berg, A. / Gottschalg, O. (2004): Understanding Value Generation in Buyouts, *Journal of Restructuring Finance*, 1 (2), pp. 1-29.

Examples for citation as a footnote:

See Arthurs/Busenitz (2003), pp. 150-154.

Cf. Berg/Gottschalg (2004), p. 18.

3.4.2 Monographic and Other Independent Publications

Entry in the list of references:

Last name, first letter of the first name of the author(s) (year of publication): title of the book, edition, place(s) of publication year of publication.

Examples for entries in the list of references:

Achleitner, A.-K. (2003): Handbuch Investment Banking, 3rd Ed., Wiesbaden 2003.

Betsch, O. / Groh, A. / Lohmann, L. (2000): Corporate Finance: Unternehmensbewertung, M&A und innovative Kapitalmarktfinanzierung, München 2000.

Examples for citation as a footnote:

Achleitner (2003), p. 58. (for direct citations)

See Betsch et al. (2000), pp. 20-22. (for indirect citations)

3.4.3 Articles in Volumes, Hand Dictionaries, and Text Books

Entry in the list of references:

Last name, first letter of the first name of the author(s) (year of publication): title of the article, in: title of the volume, series and number, ed. by first letter of first name. last name of the editor, place(s) of publication, first and last page of the article.

Examples for entries in the list of references:

Achleitner, A.-K. (2001): Venture Capital, in: Breuer, R.-E. (ed.) (2001): Handbuch Finanzierung, Wiesbaden 2001, pp. 514-529.

Koch, H. (1989): Techniken zur Handhabung von Unsicherheit, in: Szyperski, N. (ed.) (1989): Handwörterbuch der Planung, Stuttgart 1989, pp. 2060-2073.

Examples for citation as a footnote:

See Achleitner (2001), p. 520. (for direct citations)

See Koch (1989), pp. 2068f. (for indirect citations)

3.4.4 Working Papers

Entry in the list of references:

Last name, first letter of the first name of the author(s) (year of publication): title of the working paper, working paper series or institution / university at which the working paper was written, number of the paper, further information.

Examples for entry in the list of references:

Achleitner, A.-K. / Nathusius, E. (2003): Bewertung von Unternehmen bei Venture-Capital-Finanzierungen, EF Working Paper Series, 02/03.

Kern, M. / Rudolph, B. (2001): Comparative Analysis of Alternative Credit Risk Models – An Application on German Middle Market Loan Portfolios, CFS Working Paper, No. 2001/03, http://www.ifk-cfs.de/papers/01_03.pdf (2006-04-28).

Examples for citation as a footnote:

See Achleitner/Nathusius (2003), pp. 3-5.

See Kern/Rudolph (2001), p. 15.

3.4.5 Newspaper Articles

Entry in the list of references:

Last name, first letter of the first name of the author(s) (year of publication): title of the article, in: title of the newspaper, date of issue, first and last page of the article.

Example for entry in the list of references:

Döring, Claus (2006): Die Aktionäre sollten die Vorstandsbezüge beschließen, in: Börsenzeitung, 2006-04-22, p. 8.

Example for citation as a footnote: See Döring (2006), p. 8.

3.4.6 Institution, Organization or Company as the Publisher

Entry in the list of references:

a) for the entire publication:

Name of the institution (year of publication): title of the source, place of publication.

b) for one article from the publication:

Name of the institution (year of publication): title of the article, in: title of the source, volume, issue, number, pages.

Examples for entry in the list of references:

EVCA (2003): Final European private equity and venture capital performance 2002, press release, 2003-06-04, Vienna 2003.

Bundesministerium für Bildung und Forschung (2001): Kooperation zwischen Wirtschaft und Wissenschaft, in: Rahmenprogramm Biotechnologie – Chancen nutzen und gestalten, April 2001, pp. 25f.

Examples for citation as a footnote: EVCA (2003), p. 1.

Bundesministerium für Bildung und Forschung (2001), p. 25.

3.4.7 Articles with Anonymous Authors, e.g. in Newspapers

Entry in the list of references:

Anonymous author (year of publication): title of the article, in: title of the newspaper, date of issue, first and last page of the article.

Example for entry in the list of references:

Anonymous author (2004): S&P 500 industry ranking, in: Business Week, 2004-04-05, pp. 153-179.

Example for citation as a footnote:

See Anonymous author (2004), p. 157.

3.4.8 Laws, Regulations, Guidelines

Laws, regulations and government guidelines should appear in the list of references after the other sources.

Entry in the list of references:

Title of the law, regulation, etc., (abbreviated title of the law), as of date of first publication, version date of last alteration.

Examples for entry in the list of references:

Gesetz über das Aufspüren von Gewinnen aus schweren Straftaten (Geldwäschegesetz - GwG) as of 1983-10-25.

Gesetz betreffend die Gesellschaften mit beschränkter Haftung (GmbH-Gesetz) as of 1892-04-20, Version 1994-10-28.

Examples for citation as a footnote:

§ 8 Abs. 1 Satz 1 GwG.

§ 5 GmbHG.

3.4.9 Interviews

A protocol has to be written for each interview cited. The protocol summarizes major issues of the interview and is to be included in the appendix. The protocol should be signed by the interview partner, so that he confirms the content and agrees to the disclosure of the interview.

Entry in the list of interview sources:

Type of interview with interview partner, interviewee's position within the company, interviewee's company, place, date of interview.

Examples for entry in the list of interview sources:

Interview with Prof. Ann-Kristin Achleitner, Professor, TUM Business School, Munich, 2004-07-14.

Conference call with Mr. Klaus Stoeckemann, Director, 3i Deutschland Gesellschaft für Industriebeteiligungen mbH, Berlin, 2003-07-08.

Examples for citation as a footnote:

See protocol Prof. Achleitner, Appendix XX.

See protocol Mr. Stoeckemann, Appendix XY.

3.4.10 Websites

We recommend to keep a copy (either hard or soft) of the website as of the date you quote it. This copy can serve as a proof of the content you quote, in case the website has changed meanwhile.

Entry of a website in the list of references:

Name of the institution: title of the website, internet address, (access date).

Example for the entry of a website in the list of references:

Deutsche Börse AG (2006): Deutsche Börse - Indizes,
http://www.exchange.de/fwb.indices_d.html, (2006-01-15).

Example for citation as a footnote:

See Deutsche Börse AG (2006).

4 Appendix

The following pages contain drafts of cover pages for seminar papers and master theses, an example for a list of references as well as an exemplary declaration of academic integrity.

Appendix 1: Cover Page for Seminar Papers

Seminar paper:

Title of the Seminar Paper

Examiner: Prof. Dr. Mustermann
Center of Digital Transformation
TUM Campus Heilbronn
TUM School of Management
Technische Universität München

Person in Support: H. Mustermann

Course of Study: Master in Management / Bachelor in Management and Technology

Submitted by: Max Mustermann Musterstraße 12
D-7000 Musterort
Tel.: +49 (0) 7131/10101010
Matriculation Number:

Submitted on: September 30th, 2020

Appendix 2: Cover Page for Master Theses

Master's (Bachelor's) Thesis for the Attainment of the Degree
Master of Science
(alternatively: Bachelor of Science)
at TUM School of Management at the Technische Universität München

Title of the Thesis

Examiner: Prof. Dr. Mustermann
Center of Digital Transformation
TUM Campus Heilbronn
TUM School of Management
Technische Universität München

Person in Support: H. Mustermann

Course of Study: Master in Management / Bachelor in Management and Technology

Submitted by: Max Mustermann Musterstraße 12
D-7000 Musterort
Tel.: +49 (0) 7131/10101010
Matriculation Number:

Submitted on: September 30th, 2020

Appendix 3: Example of a Table of Contents and other Lists before the Text Body

Table of Contents

List of Figures IV

Table of Attachments V

List of Abbreviations..... VI

1 INTRODUCTION..... 1

2 TITLE 3

2.1 Title..... 3

 2.2 Title..... 5

 2.2.1 Title..... 5

 2.2.2 Title..... 6

3 TITLE 7

 3.1 Title..... 7

 3.2 Title..... 9

 3.2.1 Title..... 9

 3.2.2 Title..... 10

 3.3 Title..... 11

4 CONCLUSION 17

Appendix 18

References 21

List of Figures

Figure 1: Title of figure 1.....5
Figure 2: Title of figure 2..... 8
Figure 3: Title of figure 310
Figure 4: Title of figure 313
Figure 5: Title of figure 516

Table of Attachments

A1: Title of attachment 1.....18
A2: Title of attachment 2.....19

List of Abbreviations

AIM	Alternative Investment Market
BVK	German Venture Capital Association e.V.
CEO	Chief Executive Officer
CFO	Chief Financial Officer
EBT	Earnings before interest
EVCA	European Venture Capital and Private Equity Association
HGB	Handelsgesetzbuch
IRR	Internal Rate of Return
R&D	Research & Development
M&A	Mergers & Acquisitions
US	Unites States of America

Appendix 4: Example of a List of References

List of References

Anonymous author (2004): Buyout-out-Gerüchte beflügeln Thompson, in: Börsenzeitung, 2006-04- 22, p. 12.

Becker, R. (2000): Buyouts in Deutschland: Handbuch für Manager, Consultants und Investoren, Köln 2000.

Behrens, S. (2003): The key to structuring management and leveraged buyouts, in: International Tax Review, 14 (7), pp. 13-18.

Colman, R.D. (1981): Overview of Leveraged Buyouts, in: Handbook of Mergers, Acquisitions and Buyouts, ed. by J. Lee and R.D. Coleman, London 1981, pp. 530-555.

Coyle, B. (2000): Venture capital and buyouts, New York 2000.

De Ridder, P. (1990): Finanzierung von Buyouts, in: Management Buyout, ed. by Continental Bank, Frankfurt am Main 1990, pp. 49-63.

Deutsch, D. (1995): Asset backed Financing and Leveraged Buyouts, in: Secured Lender, 51 (6), pp. 32-37.

Dickson, M. (1988): UK acts as a buyout bridgehead, in: Financial Times, 12.7.1988, pp. 26f.

Diem, A. (2005): Acquisitionsfinanzierungen: Kredite für Unternehmenskäufe, München 2005.

Elsas, R. / Krahn, J.P. (1998): Is Relationship Lending Special? Evidence from Credit-File Data in Germany, CFS Working Paper Nr. 98/05.

Frommann, H. (1992): Die Finanzierung von Management Buy-outs, in: Management Buy-Out: Firmenübernahme durch Management und Belegschaft, ed. by G. Lütjen, Frankfurt am Main 1992, pp. 105-134.

Gaughan, P.A. (2002): Mergers, acquisitions, and corporate restructuring, 4th Ed., New York 2002.

Gertner, R. / Scharfstein, D. (1991): A theory of workouts and the effects of reorganization in law, in: The Journal of Finance, 46 (4), pp. 1189-1222.

Appendix 5: Example of a Declaration of Authorship

Declaration of Authorship

I hereby declare that the thesis submitted is my own unaided work. All direct or indirect sources used are acknowledged as references. I am aware that the thesis in digital form can be examined for the use of unauthorized aid and in order to determine whether the thesis as a whole or parts incorporated in it may be deemed as plagiarism. For the comparison of my work with existing sources I agree that it shall be entered in a database where it shall also remain after examination, to enable comparison with future theses submitted. Further rights of reproduction and usage, however, are not granted here. This paper was not previously presented to another examination board and has not been published.

Place, Date

Signature