Cologne, date of submission

Bachelor/Master thesis

Title of the Bachelor/Master thesis

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Matriculation number:

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Faculty of Management, Economics and Social Sciences

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Abstract

Please provide a short summary of your thesis (about 100-200 words). Outline your methods, main findings and your conclusions. The abstract should highlight the key messages of your thesis.

# General

This template follows the guidelines for writing a Bachelor’s or Master’s thesis at the chair of Personnel Economics and HRM. We encourage you to use this template to set up your thesis.

## Structue of your Thesis

The length of a Bachelor’s thesis should be 25 pages and a Master’s thesis should consist of 40 pages.

The structure of your thesis should look like the following example.

Title Page

Table of Contents

1. Introduction
2. Main Body
3. Conclusion

References/Bibliography

Appendix

The exact structure of the Main Body depends on your topic and the methodology you use. You do not have to include a List of Figures/Table/Symbols. We encourage you to take a look at the structure of published papers from top journals. If you have further questions feel free to contact your supervisor.

## Writing Style

Use a neutral language in your thesis and avoid a figurative language. Please pay attention to correct spelling and grammar. To make sure that the reader understands your thesis properly, write it in a precise and comprehensible way. Make sure to proof-read your thesis before you turn it in. Optimally you ask somebody else to proof-read it for you.

# Formatting Guidelines

## Numbering

The page numbers are at the top of the page (centered or right aligned) starting with the beginning of the main text in Arabic numerals. The bibliography and appendix should be continuously numbered as well.

For the Table of Contents and Table of Figures use Roman numerals (e.g. I, II, III).

## Font and Spacing

Please use the “Palatino Linotype” font with size 12 pt. and 1.5 line spacing for your thesis.

## Margins

* Left margin: 4 cm
* Right margin: 2.5 cm
* Top margin: 2.5 cm
* Bottom margin: 2.5 cm

## Footnotes

Footnotes are placed at the bottom of the page and must be on the same page as the referencing index. Do not place main ideas in your footnotes. Use continuous numbering and font size 10 pt.[[1]](#footnote-1)

## Sections

The general rule of thumb is that a section should contain more than one paragraph. Use subsections only if there are at least two subsections (e.g. after subsection 1.1, subsection 1.2 has to follow). Do not use more than 3 levels of a section (for instance 1.2.2.1 “Sub-Subsection” must not be used).

# Figures and Tables

Figures and tables can help to support and clarify your explanations. Make sure to only include figures and tables in the main text if it helps your explanation and makes it easier for the reader to understand your reasoning. You can also put figures and tables in your appendix. However, do not include figures and tables in the appendix which you do not need. When you use a table or figure provide a title which indicates the content. The title has to be placed on top of the table and for a figure it has to be placed below. All figures and tables must be numbered consecutively, e.g. Figure 1, Figure 2, Table 1, Table 2. If you use a figure or a table from another author, you have to indicate and reference it.

## Example for Regression Tables

**Table 1:** Main Treatment Effects on Profits

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|   | (1) | (2) | (3) | (4) |
|   | Profits | Profits | Log (Profits) | Log (Profits) |
| Treatment Effect  BONUS | -51.85(607.3) | 156.2(710.5) | -0.00441(0.0417) | 0.0141(0.0569) |
| Treatment Effect  REVIEW | 1370.2\*\*(559.0) | 1492.3\*\*(666.2) | 0.0732\*\*\*(0.0238) | 0.0858\*\*(0.0411) |
| Treatment Effect BONUS&REVIEW | -376.3(605.1) | -397.7(564.3) | -0.00485(0.0351) | -0.00390(0.0501) |
| Time FE  | Yes | Yes | Yes | Yes |
| Store FE | Yes | Yes | Yes | Yes |
| District Manager FE | No | Yes | No | Yes |
| Store Manager FE           | No | Yes | No | Yes |
| Refurbishments  | Yes | Yes | Yes | Yes |
| Planned Profits | Yes | Yes | Yes | Yes |
| N of Observations | 3975 | 3777 | 3966 | 3768 |
| N of Stores | 224 | 224 | 224 | 224 |
| Cluster | 31 | 31 | 31 | 31 |
| Within *R*2 | 0.2370 | 0.2722 | 0.1621 | 0.1875 |
| *Overall R*2 | 0.7577 | 0.5955 | 0.6158 | 0.4316 |
| *Note*: The table reports results from a fixed effects regression with the profits on the store level as the dependent variable. The regression accounts for time and store fixed effects and adds fixed effects for district manager and store managers in column 2&4. The regressions compare pre-treatment observations (January 2016 - March 2017) with the observations during the experiment (April 2017 – June 2017). *Treatment Effect* thus refers to the difference-in-difference estimator. All regressions control for possible refurbishments of a store and the companies planned value of profits. Observations are excluded when a store manager switched the store during the treatment period. Robust standard errors are clustered on the district level of the treatment start and displayed in parentheses. \* *p*<0.1, \*\* *p*<0.05, \*\*\* *p*<0.01. |

# Citations

The APA citation style has to be used in your thesis. The surname of the author and the year of publication has to be included in your citations. Make sure to consistently use it throughout your thesis.

## APA referencing

For indirect citations the reference should be included in the text either within or after a sentence:

*Example:*

* Lazear (2000) states that a switch from a hourly wage rate to piece-rate pay leads to an increase in average levels in output per worker.
* The variance in output increased due to the change to piece-rate pay (Lazear, 2000).

We do not encourage you to use direct citations. However, if the exact wording is important direct citation can be used. For direct citations you have to use quotation marks before and at the end of the quotation. Make sure to cite the original source and do not forget to include the page number. Only if the original source is not available to you, you may cite secondary literature. However, you should avoid using direct citations if it is possible.

For further examples for APA referencing please visit their website as they have examples for all categories and type of works:

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

# References

The reference list includes all the sources you had referred to in your thesis. It should be included at the end of your thesis right after the main text and before the appendix. Your sources are sorted alphabetically by the first authors’ surnames. If you cite multiple papers of the same author you have to sort them by the publication date. If you have sources from the same author and the same publication year use lower-case letters (a,b,c) to indicate the different papers.

*Example*:

Lazear, Edward P. (2000): Performance Pay and Productivity*. American Economic Review*, 90(5), 1346-1361.

Loh, E. S. (1994): Employment Probation as a Sorting Mechanism. *Industrial and Labor Relations Review*, 47(3), 471-486.

Milgrom, P. und Roberts J. (1992): *Economics, Organization and Management*. Englewood Cliffs: Prentice-Hall.

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<https://rrzk.uni-koeln.de/software-multimedia/software/rahmenvertraege-und-campuslizenzen/citavi>

# Appendix

At the end of your thesis you may add an appendix. Please include only the important figures and tables into the main part of your thesis and make use of the appendix to include additional tables, figures and information.

1. Example [↑](#footnote-ref-1)