



As of: 18.06.2025

Guidelines for Preparing Seminar and Final Papers at the Institute for Logistics (SCM)

1. Process

1.1 Timeframe

The total time for completing the paper is as follows:

- Master thesis: 6 months (+ preparation time)
- Bachelor thesis: 9 weeks
- Seminar papers: approximately 4 weeks (flexible schedule during the semester).

Deadlines must be strictly adhered to. Papers submitted after the official deadline will not be accepted.

1.2 Supervision

It is strongly encouraged to attend supervision appointments during the preparation of your work. The number of such appointments may vary depending on the topic, but they should not be used to secure every small progress. Instead, these meetings should be used to address substantive questions and clear up uncertainties.

To ensure meaningful and efficient supervision, a document outlining the purpose and goals of the meeting must be submitted to the respective supervisor at least 48 hours in advance (excluding weekends). Make sure to formulate your questions as specifically as possible.

You can submit a sample of two pages from the main body of your work for review. This review does not guarantee a specific grade; it serves to correct formal or content errors.

Please note: You are the “project manager” for your final paper or seminar paper and you are responsible for the smooth supervision process. You are solely responsible for scheduling appointments and timely submission of your work to the examination office.

1.3 Research Proposal / Exposé

You should outline the problem statement of your work at the beginning of the processing phase in a two- to three-page exposé. The exposé should include the following information:

- Scientific and practical relevance of the topic
- Brief overview of the basic literature
- Specific research question
- Brief description of the methods to be used and corresponding software knowledge
- Rough classification of the planning problem (e.g., strategic/tactical/operational)
- Confirmation that basic literature for scientific work (e.g., Bänsch/Alewell, 2020) and these guidelines have been read
- Confirmation that a title change of the final paper after registration is generally not possible
- For empirical work: How will you obtain the data? Consider: Can you secure access to the data (access rights, etc.)? What will you do if data collection is not possible?
- For practical topics: A brief description of the department and the possible use of the results in the company.

2. Formal Structure

Please also refer to the Academic Office's guidelines for bachelor and master theses. The guidelines can be downloaded at the following link (as of: June. 2024):

<https://www.bwl.uni-hamburg.de/en/service/studienbuero/formulare.html>

The Writing Center of the University of Hamburg regularly offers courses and workshops on scientific writing:

<https://www.hul.uni-hamburg.de/en/schreibzentrum.html>

A video introduction to LaTeX from the Department of Computer Science is available on the "lecture2go" portal. The use of LaTeX is optional and other word processing software can of course be used.

2.1 Order of Components

- Title page
- Table of contents
- List of figures/tables
- List of abbreviations
- (List of symbols)
- Main text
- Bibliography
- Appendix
- (Statutory declaration: for study/final papers)

2.2 Title Page

Title pages must include the institute's name (Institute for Logistics and Supply Chain Management), the head of the institute (Prof. Dr. G. Voigt), the type and topic of the work (for seminars, also the overarching topic), the submission date or the current semester for a seminar (e.g., WS 2024), the supervisor's name, and the author's name and matriculation number.

2.3 Table of Contents / Structure

Ensure a clear structure in your work and avoid switching criteria when forming subpoints. Each subpoint should cover at least one page. (Refer to chapters V and VI in Bänisch/Alewell (2020))

2.4 List of Figures, Tables, Abbreviations, and Symbols

The list of abbreviations should include all non-standard abbreviations in alphabetical order, such as subject-specific abbreviations, journal, and organization abbreviations. If using mathematical equations with parameters significant in longer text sections, a symbol list should also be created (see Bänisch/Alewell (2020), chapter VII, section 2).

2.5 Main Text

The work should be formatted with a line spacing of 1.5 and a font size of 12. Suitable fonts are Arial and Times New Roman. Margins should be about 3 cm on the left and about 2 cm on the right/top/bottom. A LaTeX or Word template is available at [LSCM Thesis Guidelines](#).

Formulas used in a scientific work should be created with a suitable software tool (e.g., the formula editor included in Word). Formulas should be numbered sequentially (right-aligned), and their meaning should be explained in the text.

Example: The following equation (1) describes the economic order quantity q^* in dependence on the demand rate d , the fixed order cost F , and the holding cost rate h

$$q^* = \sqrt{\frac{2 \cdot d \cdot F}{h}}. \quad (1)$$

In general, do not insert figures, tables, and formulas as graphics (screenshots or scans).

Introduction: The introduction should briefly motivate the importance of the topic, provide a classification or delimitation regarding related topics, and pose the relevant core questions. Following this, an outline of the structure of the subsequent chapters should be given. The introduction should not follow the style of "The history of business administration from ancient times to the present." In the final chapter, the main results of the work should be summarized, and potential points for further development should be highlighted (outlook).

Citation Technique: Any adoption of others' ideas, suggestions, arguments, calculations, classifications, concepts, figures, and tables must be clearly indicated by a source citation. Literal quotes are placed in quotation marks in the text. Changes within literal quotes are not allowed, the omission of a word is indicated by two points, and the omission of several words by three points. We recommend the Harvard citation style, which will be illustrated in detail later. However, students are free to use another common citation style (e.g., APA style, German citation style, etc.) after consultation.

Footnotes: Text additions and explanations should be included in footnotes. Footnotes (font size 10, single line spacing) are indicated in the text by superscript numbers, numbered consecutively, chapter-wise, or newly on each page. Footnotes should be added on the same page where they are referenced in the text and should be avoided as much as possible.

In-Text Citation: For in-text citation, we suggest the following information (based on Harvard Style): author's name, year, and page number. If the page reference covers multiple pages of a source, a precise specification is required (pp. 68–70, instead of pp. 68.). The bibliography should be formatted according to the citation style used in the text (see Bänisch/Alewell (2020), chapter VII, section 3.2).

Figures, Tables, Equations: Figures, tables, and equations should be numbered consecutively or by chapter (with the chapter number prefixed). For equations, numbering should be indicated by the corresponding number in parentheses at the right margin. Figures, tables, and equations should always be accompanied by a source reference if they are adopted; this also applies if they are modified or extended. For modified figures, tables, or equations, this fact should be expressed in the source reference with a corresponding addition (e.g., "adapted from ..." or "... supplemented by own calculations"). All figures, tables, and equations must be explicitly mentioned in the text at least once (e.g., "... is shown in Figure 1"). For equations, all parameters must be explained (see the above example of economic order quantity); if it is a model, all premises/assumptions must also be mentioned. Ensure that the figures match your previously introduced notation exactly. Often, screenshots are an unfavorable solution, and it is advisable to reproduce the respective figures whenever possible.

Content and Style: The argumentation should be coherent, logically correct, and presented in the text (i.e., no statement without justification). For style: avoid unsubstantial sentences; every sentence should convey meaningful content; use a "scientific" expression, i.e., an objective and clear language, and avoid colloquial language such as: "well," "somehow," "for sure," "unbelievable," "enormous," "always and forever," etc. The written work must be "consistent," i.e., in the case of seminar papers created by multiple students, content, style, font, page layout, and structure representation must be coordinated.

2.6 Bibliography

The bibliography should be formatted based on whether citations in the text use short references (short title or year) or numbers in square brackets. For the short reference format with the year, if there are multiple works by the same author from the same

year, it is necessary to distinguish between them using letters (e.g., Günther, H.-O. (1982a) and Günther, H.-O. (1982b)). In any case, the bibliography must include the author(s), the full title, the edition, the place of publication, and the year of publication. Ensure that your citation style is consistent, such as the number of year indications in parentheses (or not), page number indications with "p." preceding them (or not), abbreviation of authors' first names (or not), etc. We recommend using a reference management software (see section 4).

Examples:

(Monography)

Günther, H.-O.; Tempelmeier, H. (1997). Produktion und Logistik, 3rd edition, Berlin et al.

(Article in an Edited Volume)

Fleischmann, B.; Meyr, H. (2003). Planning Hierarchy, Modeling and Advanced Planning Systems. In: de Kok, A.G.; Graves, S.C. (Eds.) Supply Chain Management: Design, Coordination, Operation, Handbooks in Operations Research and Management Science, Vol. 11, Amsterdam et al., 457–523.

(Journal Article)

Inderfurth, K.; Sadrieh, A.; Voigt, G. (2013). The Impact of Information Sharing on Supply Chain Performance under Asymmetric Information. Production & Operations Management, 22(2), 410–425.

(Online-Sources)

Supply Chain Council (2000). Supply Chain Operations Reference Model – Version 3.1, Tech. Paper, Pittsburgh, available on the internet at URL: <http://www.supply-chain.org/members/html/scormodel.cfm>, last accessed on 09.06.2000.

2.7 Statutory Declaration

Ensure that you submit a statutory declaration according to the examination regulations when submitting a thesis.

2.8 Guidelines for using generative AI

If you are using generative AI when writing your paper, you must adhere to the guidelines provided by the University of Hamburg and the Business School. You can read these under the following links:

Universität Hamburg Orientation Framework for Using Generative Artificial Intelligence System in Studies and Teaching:

<https://www.uni-hamburg.de/lehre-navi/lehrende/orientierungsrahmen-gki/orientierungsrahmen-gki-englisch.pdf>

Guidelines for the Use of AI Tools in Bachelor and Master Theses and Seminar Papers:

<https://www.bwl.uni-hamburg.de/en/service/studienbuero/formulare/ai-tools-faculty-of-business-administration-2024.pdf>

2.9 Length

- **Seminar Papers:** Text part without illustrations and tables should be 10 pages (+/- 10%) per author.
- **Bachelor Theses:** Text part without illustrations and tables should be 25 pages (+/- 10%); in exceptional cases, different agreements can be made with the supervisor.
- **Master Theses:** Text part without illustrations and tables should be approximately 50 pages (+/- 10%); in exceptional cases, different agreements can be made with the supervisor.

Master's and Bachelor's theses must be submitted to the respective academic office. Please ask there about the specific regulations. Seminar papers should be submitted in a single printed copy to the institute. You do not need any expensive binding for this, but it should be stapled and perforated.

Note that each bound copy must also include an electronic version of the thesis. Details on submitting the thesis in electronic form can be found in Section 2.10.

2.10 Submission of Thesis in Electronic Form

Please submit an electronic storage device (preferably a USB stick). The storage device must contain all used electronic sources, your thesis, and, if applicable, the program code, models, test data, etc. The rule is: with the help of the data, models, and source codes, the results of your thesis must be reproducible. This includes scripts/source codes developed for statistical analysis.

For seminar papers, digital submission can also be done via email (lscm.bwl@uni-hamburg.de).

For group work, an additional file indicating who worked on which section must be included. If you submit a CD, please label it with your name and matriculation number.

Electronic sources are those obtained from the internet. This includes website content, technical reports, and other documents that are not available in printed form. PDF files of articles downloaded from the electronic journal library are not considered electronic sources.

Briefly document the content of the storage device (e.g., in a text file) located in the root directory. Use one of the following formats for your thesis: OpenOffice, Microsoft Office, or LaTeX documents. Additionally, always include your thesis in PDF format (all mentioned programs can also export documents as PDF files). **All files must be accessible without a password.**

3. Guidelines for Presentations in Seminars

The duration of the presentation and discussion times will be announced in the respective seminar. The presentation duration must be strictly adhered to (a rehearsal helps with estimation!).

Preparation

- Consider the prior knowledge that can be assumed for the audience and how much information can be conveyed in the given time.
- Decide which content should be included in the presentation, how to weight them, and whether additional tools will be used to convey information.
- The content of the presentation should be self-contained and align with the topic of the seminar paper.
- If topics are assigned multiple times or worked on in a group, the presentation content and design should be coordinated within the group.

During the Presentation

Ensure that you:

- Do not lose the main thread (e.g., verbally reference back or indicate the outline point on the slide) and clearly highlight the main points.
- Look at the audience and speak as freely as possible (a presentation concept that only contains keywords rather than fully formulated text helps with this).

Engaging the Audience

- Pay attention to the audience's reactions. Are they following? Ask questions if necessary, and repeat difficult points in different words if needed.
- If the audience appears bored, you might be explaining simple matters too elaborately.
- Questions can often help improve the connection between the presenter and the audience.
- Presenters should independently initiate discussions, for example, by presenting provocative theses, and should answer questions with sound expertise.

Slide Guidelines

Slides should be:

- Clean, readable (large font! At least 18 pt., Arial recommended), and clear.
- They should support the speaker but not replace them or distract from them (often, less is more for the information content of a slide!).

- Rule of thumb for the audience's load capacity: 7-11 slides per presentation unit (15 min). Number the slides.

Ensure that:

- Slides do not extend beyond the edges of the projection area on the wall.
- You do not stand in the projector/beamer's image.
- You do not cover large parts of the text with your hand on the projector.

You can point to text or images either on the wall with a pointer or stick, or on the slide with a pen placed on it and held still.

Suggested Presentation Structure from a Didactic Perspective

1. Motivation Phase and Problem Explanation
2. Working Out (the Basics) of the Material
3. Deepening Phase
4. Conclusion: e.g., Summary and Conclusion, Learning Objective Review, Bridging to the Initial Problem, Outlook, Initiating Discussion, etc.

4. Guidelines for Literature Research

Engaging with scientific publications relevant to your seminar paper's topic is crucial. The literature provided by your supervisor is merely a starting point.

Your research should include both (standard) textbooks and monographies (e.g., dissertations) as well as current articles from professional journals. Access to journals is available through library copies and online via the "electronic journal library" (accessible only within the university network). Use literature databases (see below) for extensive literature research. Conduct both backward searches (which articles have been cited) and forward searches (which articles cite the respective article). Invest sufficient time to systematically review the literature with the relevant keywords (e.g., Behavioral Operations Management). The online availability of sources is not a selection criterion. The library can assist you in obtaining articles that are not available online (keyword: interlibrary loan).

4.1 Recommended Journals

Important journals in our field include: Computers & Operations Research, Decision Sciences, European Journal of Operational Research, Management Science, Interfaces, IIE Transactions, International Journal of Production Economics, International Journal of Production Research, Journal of Operations Management, Journal of the Operational Research Society, Management Science, Manufacturing & Service Operations Management, Naval Research Logistics, Operations Research, OR Spectrum, Omega, Production and Operations Management, Production Planning & Control, Transportation Science.

We recommend using reference management software. All students of the faculty can obtain a free license for Citavi (more information can be found on the pages of the regional computing center of UHH). Alternatives include Zotero (open source) or management in LaTeX.

4.2 Useful Online Resources:

Library Catalogs:

- Electronic Journals Library
- Campus Catalog Hamburg
- Karlsruhe Virtual Catalog (KVK)

Meta-Search Engines for Literature Databases:

- Web of Science
- Database Infosystem (DBIS)

Literature Databases:

- ScienceDirect (e.g., European Journal of Operational Research)
- Wiley (e.g., Naval Research Logistics, Mathematical Methods in Applied Sciences)
- Informs (Management Science)
- Taylor & Francis (e.g., International Journal of Production Research)
- Springer-Verlag (e.g., OR Spectrum)
- JSTOR (e.g., older issues of Academy of Management Journal)
- EconBiz (Focus on business studies)
- wiso (Focus on business studies incl. Newspapers and Magazines)

Journal-Quality

- VHB Ratings
- Harzing-List

4.3 Literature Checklist

A convincing overview of the literature goes beyond merely listing studies. Avoid presenting the material in a purely chronological or author-based manner. The goal is to analyze the current state of research in a structured and critical way, with a focus on your own research question. Thematic and methodological classification is just as important as continuously relating the literature to your own work. Document your systematic literature search using the attached checklist. If you are conducting a literature review in your thesis, you should address these questions in detail in the methodology chapter. For all other methodologies, it is sufficient to provide brief answers in the appendix of your thesis.

Criteria	Description (Examples)
Which academic databases were used?	Web of Science, EconBIZ, wiso
Which keywords and search queries were used?	"Supply Chain Management" AND [experiment OR "discrete choice"]
What criteria were used to select relevant literature?	Only articles with laboratory experiments, no simulation experiments
How was the quality assessed?	VHB ratings, Harzing list, reputation of the author

5. Research Integrity

Please ensure that for the preparation of any academic qualification papers (Bachelor's, Master's, and seminar papers), you strictly adhere to the Statute for Safeguarding Good Scientific Practice of UHH (University of Hamburg, 2022) from January 20, 2022. This and further information can be found at <https://www.uni-hamburg.de/en/forschung/wissenschaftliche-integritaet.html>

An important excerpt from this document regarding plagiarism and data manipulation states:

"Scientific misconduct occurs when the standards of Good Scientific Practice are intentionally or grossly negligently violated. This includes, in particular, the violation of ethical norms, false information and manipulations, the disregard of others' intellectual property, and the impairment or obstruction of others' research activities." (University of Hamburg (2022), p. 4).

Adherence to these guidelines is essential for the success of your academic work.

6. Own Topic Proposals / Practical Topics

Suggestions for topics for seminar and final papers can be submitted in collaboration with practical partners. For this, you must apply to the institute with a two-page exposé (see 1.3 Exposé). The final topic agreement is made between the students, the chair, and the company.

7. Summary

These guidelines aim to clarify a significant portion of the questions and misunderstandings that arise in academic work; they are certainly not exhaustive. If there are still uncertainties, it is advisable to consult the topic proposer. It is also recommended to refer to publications on the subject of academic work (e.g., Bänsch/Alewell 2020).

8. References

Bänsch, A. and Alewell, D. (2020). Wissenschaftliches Arbeiten. Berlin, Boston: De Gruyter Oldenbourg. <https://doi.org/10.1515/9783110692013>. Online available at: <https://www.degruyter.com/document/doi/10.1515/9783110692013/html?lang=de>

Universität Hamburg (2022): Satzung zur Sicherung Guter wissenschaftlicher Praxis und zur Vermeidung wissenschaftlichen Fehlverhaltens an der Universität Hamburg. Amtliche Bekanntmachung. Online available at: <https://www.fid.uni-hamburg.de/satzung-gute-wissenschaftliche-praxis.pdf>