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| Jagiellonian University  Krakow  Poland | Theresan Military Academy  Wiener Neustadt  Austria | University of Defence  Brno  Czech Republic |

**Joint**

**Interdisciplinary Master’s Study Programme**

**for**

**Common Security and Defence Policy**

**Regulation**

**for authoring Master Theses**

|  |  |
| --- | --- |
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| Revised by: |  |
| As of: | 4th of December, 2017 |

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**2. Aim and Purpose of the Regulation**

**2.1 Aim of the Regulation**

The aim of this regulation is to assure a unitary layout, a uniform citation, and sequence of Master Theses authored by students of the Joint Interdisciplinary Master’s Study Programme for Common Security and Defence Policy (JIMSP CSDP) for the purpose of laying down clear guidelines for students and tutors when writing and tutoring the scientific papers. Thus, the quality of scientific papers should be increased.

**2.2 Purpose of the Regulation**

The purpose of this regulation is to provide the students with a concise tool for authoring their theses and thus to give them confidence in particular when beginning to author their scientific papers especially as regards formal and textual guidelines.

**3. Formal Guidelines**

**3.1 Margins, Headers and Footers**

Margins are to be set on the top, at the bottom and on the right side with 2.5 cm. On the left side (to bind the book) 3.5 cm are to be set.

The distance of the header and the footer from the side edge is 1.5 cm.

The thesis is to be printed single-sided. Exceptions from this – for example in case of huge number of pages – the respective tutor approves that.

The header includes left-aligned the author’s family name – right- aligned the type of the thesis (Master Thesis:) and the short title of the thesis. This format starts on the page of the table of contents.

Header and footer have a font size of 10/normal.

All pages before the table of contents (title page and abstracts) are not to be numbered.

The footers have to include the respective page number and the number of all pages (e.g.: Page 1 of 127).

Pagination begins with number 1 on the page of the table of contents and is to be set continuously to the last page of the thesis.

The text in the header and footer is to be separated from the thesis text with a line. By typing the “enter key” – inclusive a distance of 6 pt – a distance to the thesis text is created accordingly. In doing so no extra format is needed when writing the thesis text.

By using the headers and footers guidelines each single page of the scientific paper can be attributed to the respective author.

**3.2 Font, Font Size, Line Spacing, and Section**

Within the entire thesis the font “Times New Roman” is to be used. The only exceptions are copies of illustrations (e.g.: pictures, graphs, tables, etc. are copied from an original source with another font into the thesis. This is a literal citation and it is not allowed that the original font is changed).

The font size is 12-normal, exceptions are headlines, citations (citations within the thesis text as well as citations at the end of the respective page) and descriptions below the pictures, graphs or tables.

Line spacing is to be set with 1.5. When pressing the “enter key” the distance (section) is to be set with 6 pt.

Full justification is to be used.

**3.3 Depth of Structure, Headlines and Enumerations**

Within the thesis the depth of the structure is 4 as a maximum. That’s why 4 levels of chapter headlines are allowed. (e.g.: 3.3.1.2). If there is a need for more levels it is to be done with bullets (lines or dots).

The distance of the chapter number from the left is “zero”, the distance from the chapter number to the text of the chapter headline is 1 cm (tabulator position). If there is a need for more than 2 numbers (3rd or 4th level of sub-chapters) the distance can be increased in 0.5 cm-steps. The thesis author has to assure that all chapter headlines of the same level have the same indentation within the entire thesis.

Each chapter headline is to be formatted with bold. The different levels of chapter headlines are to be expressed with the font sizes too according to the following:

**1st level (main chapter): (example: 3.) 16 - bold**

**2nd level (sub-chapter): (example: 3.4) 14 - bold**

**3rd level (sub-sub-chapter): (example: 3.4.1) 13 - bold**

**4th level (sub-sub-sub-chapter): (example: 3.4.1.2) 12 - bold**

Any respective 1st level headline is to start at a new page at the top without any distance to the upper margin. All other sub-chapter headlines are to be separated from the text before with a distance of pressing the “enter key” once (font size: 12). Of course, sub-chapter headlines can be set on a new page without any distance to the upper margin, too if it fits to the overall appearance.

Sub-chapters shall be used in a logical sequence. It is not allowed just to use one single sub-chapter without another sub-chapter (e.g.: a sub-chapter has the number 3.3.1.1 🡺 then a sub-chapter with the number 3.3.1.2 is to be used, too. If there is no sub-chapter used with the number 3.3.1.2 🡺 the sub-chapter with the number 3.3.1.1 is to be deleted).

**3.4 Citation System**

**3.4.1 General Remarks**

The European citation system is to be used.

Literal quotations which are copied into the thesis, are to be marked with “*quotation marks and in italics*”.

Spelling mistakes within literal quotations are not allowed to be corrected by the thesis author, they are to be marked with [sic].

Literal quotations should be used in order to support or contradict the author’s arguments. That’s why literal quotations are to be commentated (e.g.: .… expert Xxxxx said in 2010: “*Xxxxx xxxx xxxx*”. Because of the previous arguments the author assents to the expert’s view ….).

Pictures, graphs, tables, etc. which are copied from various sources into the thesis are to be treated in the same way as literal quotations – they are to be commentated. Descriptions below the pictures, graphs or tables (captions) are described in sub-chapter 3.6 of this regulation.

In order to avoid plagiarism for each section and each picture, graphic or table of the scientific paper the source is to be mentioned.

If a section is solely created by the thesis author herself/himself – this is to be mentioned in the footer too (e.g.: Author’s note: Conclusions based on the author’s arguments so far.).

If large parts of the thesis text are created by the author herself/himself, it is allowed that at the beginning of the thesis chapter or sub-chapter the author notes that the whole chapter or sub-chapter has been created by the author – if not it is marked (e.g.: Author’s note: The entire chapter is created by the author. Exceptions for the respective section are noted in the footer.).

Pictures, graphs or tables which are created by the thesis author are to be noted in the footer, too (e.g.: Table created by the author.).

**3.4.2 Use of Citation Abbreviations**

If a source within the thesis is used for the first time, the entire source with the page(s) used is to be noted within the footer (see sub-chapter 3.4.3).

Footer number (within the text) and entire source (within the footer) should appear on the same page.

It is recommended that immediately after writing the entire source into the footer, this source is copied into the bibliography using a certain system (e.g.: all books are copied into one sub-chapter of the bibliography, all web-pages are copied to another sub-chapter and so on). Within the bibliography the used page numbers (e.g.: P. 5) as well as the citation abbreviations (e.g.: Cf.:) are to be deleted.

If the entire source was still used before, there is no need to note it a second time. In such a case the citation abbreviations ibid. (meaning “the same place”) or op. cit. (meaning “in the work cited”) is to be used.

The most used citation abbreviations are listed in the table hereinafter:

|  |  |  |
| --- | --- | --- |
| **Abbre-viation** | **Meaning** | **Explanations & examples** |
| Ibid. | ibidem,  the same place | The used source is exactly the same one as the source used before. It could be possible that another page is used.  Example:  Cf.: Ibid. P. 7-8. |
| Op. cit. | opere citato,  in the work cited | The used source was cited “somewhere” before – but not immediately before. The entire source must not be noted again, but it must be clear which source is used.  Example:  Cf.: Porta, S. & Hlatky, M. (2009). Op. cit. P. 27ff.  If an author created more than one item within one year – then the short title of the source is to be noted to identify it clearly.  Example:  Cf.: Porta, S. & Hlatky, M. (2009). Understand stress – defeat burnout. Op. cit. P. 27ff. |
| Passim | here and there, everywhere | The source is not taken from a specific page but from a huge number of pages. It would be too confusing to list all the used pages in the footer. The citation abbreviation “Cf.:” can be left off.  Example:  Porta, S. & Hlatky, M. (2009). Understand stress – defeat burnout. Vienna. Publishing company of the doctors of medicine. 1st edition. Passim. |
|  | No  abbre-viation | If at the beginning of the citation “Cf.:“ or at the end „Passim“ is **not** used – the citation is a literal one (word for word citation).  Example:  Ibid. P. 28. |
| Cf.: | Confer,  compare,  bring together | This indicates an “indirect” citation. The content of the source is taken over by analogy / the sense of the source is taken over.  Example:  Cf.: Selye, H. (1956). The Stress of Life. USA. McGraw-Hill. Edition 1978. P. 472. |

Table continued on the next page.

|  |  |  |
| --- | --- | --- |
| **Abbre-viation** | **Meaning** | **Explanations & examples** |
| Cit. acc. to | cited according to | The original source cannot be found, that’s why the secondary source is cited (e.g.: within a scientific paper the results of a research project are presented – but the author of the project is not mentioned.) Secondary sources have less scientific values.  Example:  Cf.: U. a. Cit. acc. to. Homepage of the ministry of education. URL: <http://www.berufsbildendeschulen.at/en/glossar/k/kompetenz.html>. [3-2-10]. |
| U. a. | Unknown author | The author of the source cannot be found.  Example:  See previous example. |
| et al. | et alii,  and others | If more than one author creates a scientific work all the authors are to be mentioned and are to be separated with the symbol “&”. If more than four authors create a scientific work – then the first author is to be mentioned and the citation abbreviation “et. al.” is to be added.  Example:  Cf.: Porta, S. et al. (2011). Are soldiers in love better riflemen?. Op. cit. P. 3f. |
| f | following page | Within the footnote one page is mentioned, after the figure the abbreviation “f” is added expressing that the source is on the following page, too. |
| ff | following pages | Within the footnote one page is mentioned, after the figure the abbreviation “ff” is added expressing that the source is on the following pages, too. |
| [sic] | sic erat scriptum, thus,  thus was it written | Spelling mistakes, wrong commas, etc. within literally citations (word for word citation) are not to be corrected. The author using these citations adds the citation abbreviation [sic] expressing that she/he discovered the mistake. |

**Table 1:** Most used citation abbreviations and their meaning within scientific papers.[[1]](#footnote-1)

**3.4.3 Entire Citations of a Source**

When using a source for the first time, the entire citation is to be noted in the footer. In addition, the citation abbreviations (according to sub-chapter 3.4.2) and, if applicable, used pages are to be added.

For easier use of the entire citation’s spelling the separation of the citation parts is to be done just with full stops.

If books, scientific magazines, etc. are found in the internet, then the book, the scientific magazine, etc. is to be cited and not the internet source where the book, etc. was found (not the URL).

If using an internet source, the date of download is to be mentioned in square brackets. E.g.: Cf.: Homepage of XXXXX. URL: [www.un.org](http://www.un.org). [2-3-13].[[2]](#footnote-2)

Basically, the entire citation of a source follows the following sequence:

* **Author(s)**  
  family name, comma, first name’s first letter and dot. If there are more authors they are to be separated with the symbol “&”.
* **Year of publication**in round brackets, then a dot.
* **Title**the complete title, then a dot.
* **Place of publication**where the source was published? If it was an institution – then the institution is to be mentioned with the location (e.g.: University of Vienna). Then set a dot.
* **Publisher**only to be mentioned if the source was created by a publisher. Then set a dot.
* **Additional details**  
  this could be an edition, the type of the source (e.g.: book, master thesis, report, etc.), the number or the month of a magazine, the number of a revised edition, etc. Then set a dot.

The table below gives examples of entire citations of various sources. Citation abbreviations and source’s pages are not mentioned – they are to be added to the respective entire citation.

|  |  |
| --- | --- |
| **Type of the source** | **Example** |
| Book | Porta, S. & Hlatky, M. (2009). Understand stress – defeat burnout. Vienna. Publishing company of the doctors of medicine. 1st edition. |
| Magazine or professional journal | Gell, H. & Pichlkastner, K. & Cichocki, G. & Porta, S. (2009). A role of electrolyte and blood gas determination in the selection of military leadership personnel?. Munich. Dustri publishing company. Trace elements and electrolytes. Volume 27. No. 2/2010. |
| Dissertation or thesis | von Rennenkamff, A. (2005). Leadership competences for the use of application for a post. University Mannheim. Dissertation. |
| Research study | Kluge, N. & Sonnenmoser, M. (2001). Dream women and dream men – about the ideal appearances of spouses and life partners. University Landau. Research study. |
| Report | Porta, S. & Gell, H. & Pichlkastner, K. (2010). Lack of Magnesium – Officer Cadets‘ lack of electrolytes . Wiener Neustadt and Graz. First non-published situation report. |
| Law | District law of Vienna (1994). Official regulation 1994. District law gazette for Vienna No. 56 (regulation for official titles). Version as of 4-4-02. §3. |
| Document | Lichtenauer, E. (2009). Entrance exam 2009 – Tasks for role playing game. Fachhochschul-Bachelor Programme Military Leadership Wiener Neustadt. Document for observers. |
| Newspaper | U. a. (2011). US starting withdrawal. Vienna. Daily newspaper Kurier as of 4-12-11. Item. |
| Radio or television | Darabos, N. (2011). Vienna. Radio Programme “Mittagsjournal“ of radio station “Ö3“ as of 18-7-11. Interview. |
| Internet | Homepage of Fachhochschul-Bachelor Programme Military Leadership. Page Military Erasmus. URL: <http://www.miles.ac.at/campus/iep/index_iep.php>. [25-11-12]. |

**Table 2:** Most-used entire citations for scientific papers.[[3]](#footnote-3)

**3.5 Footnotes**

Footnotes are to be set at the end of a page. The entire text of the footnote shall appear on the same page as the footnote’s number appears within the text. Font size is 10-normal, line spacing is 1, paragraph (section) is 6 pt., tabulator 1 cm, full justification (an example you can find at the end of this page). If within the entire thesis the number of footnotes remains in double figure, then the tabulator is to be set with 0.5 cm.

**3.6 Descriptions of Pictures, Graphs, or Tables**

Under each picture, graphic and/or table a description (font size 10-normal) is to be set. At the beginning of the description the consecutive serial number within the thesis of the respective picture, graph and/or table is to be set (font size 10-bold, at the end set a colon!).

The pictures, graphs or tables as well as the description are to be arranged centrally. The source of pictures, graphs and/or tables is to be described according to the citation rules.

The thesis text following the description is to be separated from it by pressing the enter key once.

Example:



**Figure 1:** National and international Officer Cadets during  
the leadership training Crisis Management Operations.[[4]](#footnote-4)

Basically pictures, graphs or tables are to use for supporting the thesis text. As literal citations they are to be commentated before and/or after.

**3.7 Length and Quality of the Thesis**

Basically, a Master Thesis runs to 70 pages. These are text pages and do not include pictures, graphs or tables.

Counting the words – according to Microsoft Word word-counting – these numbers of pages equal approximately 17,500 words for a Master Thesis.

Any divergence from this number of words the respective tutor/supervisor specifies it. It may occur that because of specific topics the number of pages is exceeded to a great extent.

Basically, students of the JIMSP CSDP are to author their theses in English language (British English). The language training sections may support students in accordance with the respective tutors/supervisors languagewise.

For a positive evaluation of the thesis only a certain quantity of mistakes are allowed to assure a proper quality of the thesis. One capital error is allowed per seven pages (a capital error is, for instance, a spelling mistake or a grammatical error). Four comma errors or ten spacing errors are amount to one capital error.

**4. Sequence of the Thesis**

**4.1 General Remarks**

It is recommended to put into practice the thesis sections according to the advice hereinafter for the purpose of creating a coherent content of the theses.

**4.2 Book Cover and Book Labelling**

The book cover of students’ theses is to be produced in (dark) blue colour.

The book labelling is to be produced according to sub-chapter 5.1 of this regulation.

**4.3 Title page**

International students have to use the title page according to sub-chapter 5.2 of this regulation.

**4.4 Abstracts**

Immediately after the title page an abstract is to be created.

The size of one abstract is approximately 75 per cent of one page.

After the abstract (on the same page) ten keywords referring to the most important thesis’ parts, are to be mentioned.

One abstract and the keywords should not exceed one page.

**4.5 Table of Contents**

Immediately after the abstract a table of contents is to be created which includes all headlines of all chapters. On the first page of the table of contents the thesis page numbering (Page 1 of XXX) has to begin.

The table of contents does not count as text pages.

It is recommended to use the layout of the table of contents according to this regulation  
(1st level [main chapter] bold, font size 12, line-spacing 1.5, tabulator 1 cm).

**4.6 Text Pages**

It is recommended to use the text-sequence according to sub-chapter 4.6.2. If not, it is to be agreed upon with the respective tutor/supervisor.

**4.6.1 Recommendation**

Using the text sequence described in sub-chapter 4.6.2, which is recommended by the Academy of Science for all scientific papers, the so-called “golden thread” will be created automatically. In doing so all pre-conditions for establishing a scientific paper are fulfilled.

**4.6.2 Text-Sequence and Text-Modules**

|  |  |  |  |
| --- | --- | --- | --- |
| **Amount**  **or**  **percentage** | **Number**  **of the chapter** | **Name**  **of the page or chapter or text-module**[[5]](#footnote-5) | |
| 1 Page | - | Title page | |
| 1 Page | - | Abstract and Keywords in English Language | |
| - | 1 | Table of Contents | |
| *1* | *2* | **Text-modules** | *Preface* |
| *2* | *3* | *Preamble* |
| 10 | 4 | Introduction |
| *2* | *5* | *Preview* |
| 3 | 6 | Linkage to Scientific Disciplines |
| 15 | 7 | Current State of Research |
| 1 | 8 | Research Gap |
| 1 | 9 | Research Question(s) |
| 10 | 10 | Methodology |
| 30 | 11 | Research |
| 10 | 12 | Results of Research |
| 5 | 13 | Discussion of Results (pros and cons) |
| 1 | 14 | Restriction of Validity |
| 4 | 15 | Benefit for Scientific Disciplines |
| 1 | 16 | Prospects |
| 4 | 17 | Summary |
| *-* | *18* | *Postface* |
| - | 19 | Annexes | |
| 1 Page | 20 | Affidavit | |

**Table 3:** Text-sequence and text-modules within a scientific paper.[[6]](#footnote-6)

**4.7 Annexes**

The table below describes the type and the sequence of the annexes. Not each part is to be mentioned (e.g.: Not any picture or graph is used within the entire thesis, then there is no need to add a list of figures).

Annexes do not count to the text pages.

|  |  |  |
| --- | --- | --- |
| **Sequence or sub-chapter** | **Type**  **of the annex** | **Remarks** |
| 1 | List of Abbreviations | To be listed in alphabetical order. |
| 2 | List of  Figures | The figure’s number, the figure’s description and the page-number is to be listed. |
| 3 | List of  Tables | The table’s number, the table’s description and the page-number is to be listed. |
| 4 | List of  Literature | If a lot of different documents are used, the list of literature is to be subdivided (e.g.: Books, magazines, dissertations, web-pages, etc.). Within these sub-chapters all documents are to be listed in alphabetical order. |
| 5 | Grey  Literature | If documents are used which are not publicly accessible and which are not restricted, then the respective page is to be copied and to be added to the annex.  International students are not allowed to use classified documents as a source for their theses. |
| 6 | Interviews  with Experts | If interviews with experts are conducted, the transcript is to be signed by the thesis author and the expert and is to be copied to the annex including all pages. |
| 7 | Other  Documents | All other documents which do not fit the types above, are to be listed within this sub-chapter. |

**Table 4:** Sequence of the annex within a scientific paper.[[7]](#footnote-7)

**4.8 Affidavit**

On the last page of the thesis an affidavit in English language is to be added and signed personally by the thesis author.

The wording of the affidavit is presented in sub-chapter 5.4 of this regulation.

**5. Annexes**

**5.1 Book Cover and Book Labelling**

**Font: Times New Roman**

**Position: centrally arranged (top/down and left/right)**

**Type height: 1 cm  
= font size 40 pt / bold**

**Font colour: Gold**

**Master Thesis**

**Piotr Kaminsky**

**Poland**

**Space between country name and bottom = 4 cm**

**Line spacing: 1.5**

**Position: centrally arranged**

**Font: Times New Roman**

**Type height: 0.5 cm**

**= font size 20 pt / bold**

**Font colour: Gold**

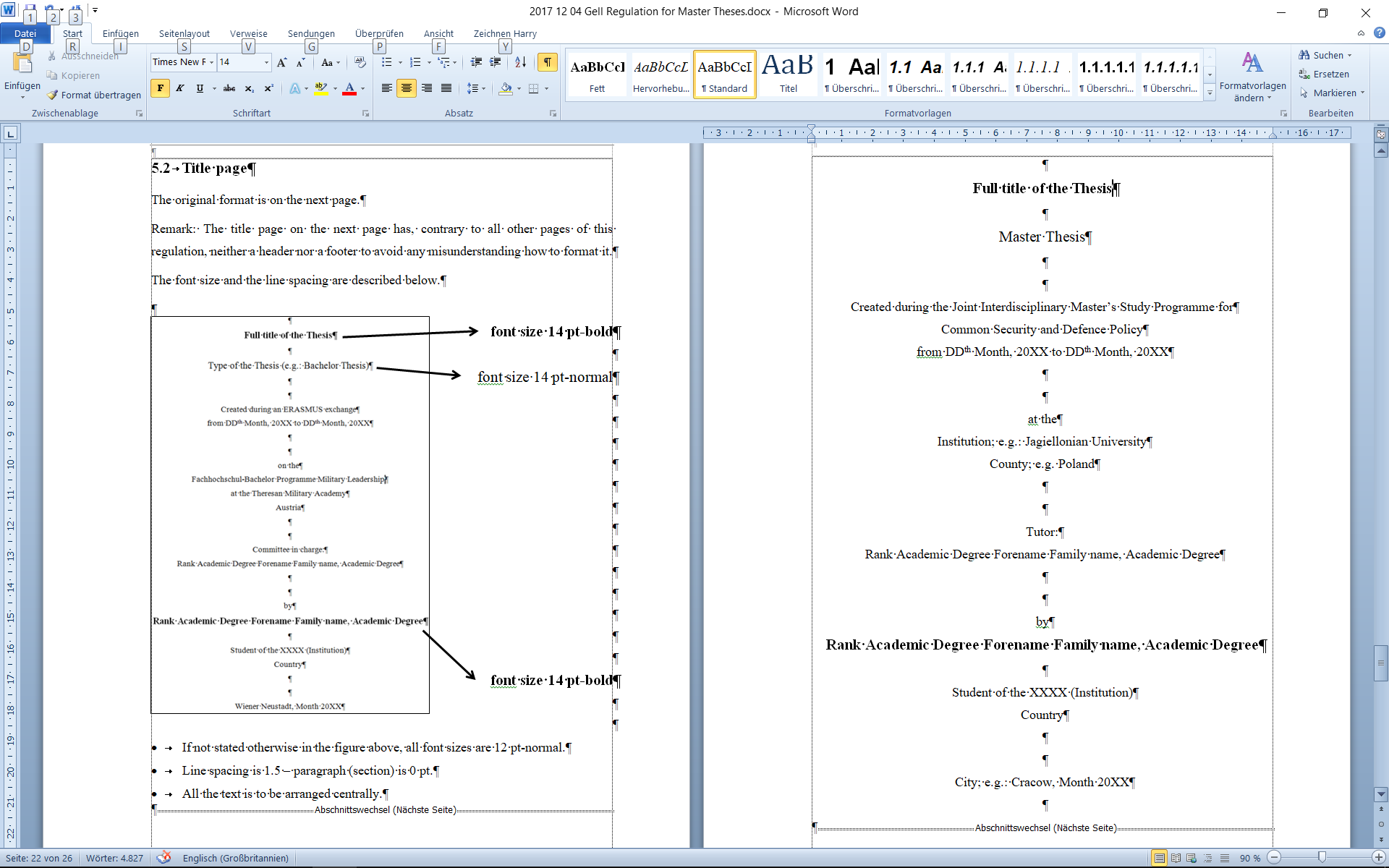
**Figure 2:** Layout of the book cover and the book labelling.[[8]](#footnote-8)

**5.2 Title page**

The original format is on the next page.

Remark: The title page on the next page has, contrary to all other pages of this regulation, neither a header nor a footer to avoid any misunderstanding how to format it.

The font size and the line spacing are described below.



**font size 14 pt-bold**

font size 14 pt-normal

**font size 14 pt-bold**

* If not stated otherwise in the figure above, all font sizes are 12 pt-normal.
* Line spacing is 1.5 – paragraph (section) is 0 pt.
* All the text is to be arranged centrally.

**Full title of the Thesis**

Master Thesis

Created during the Joint Interdisciplinary Master’s Study Programme for

Common Security and Defence Policy

from DDth Month, 20XX to DDth Month, 20XX

at the

Institution; e.g.: Jagiellonian University

County; e.g. Poland

Tutor:

Rank Academic Degree Forename Family name, Academic Degree

by

**Rank Academic Degree Forename Family name, Academic Degree**

Student of the XXXX (Institution)

Country

City; e.g.: Cracow, Month 20XX

**5.3 Contents of Text Modules**

The table below describes the respective content of each chapter.

|  |  |
| --- | --- |
| **Name of the chapter** | **Contents** |
| *Preface* | *Describes the author’s personal relationship to the topic and provides an opportunity for acknowledgements to certain persons.* |
| *Preamble* | *Should draw the reader’s interest to the topic, should convey the importance of the thesis and should inspire to continue reading the thesis.* |
| Introduction | Should describe the thesis concept – which problem should be solved? How would the author like to solve the problem(s)?  If terms and definitions must be described – here is the place for it. |
| *Preview* | *This chapter is to be created at the final stage of the thesis. It is an extended table of contents and describes what the reader can expect within the upcoming chapters. It is to be listed according to the sequence of the chapters.* |
| Linkage to Scientific Disciplines | Which scientific community(ies) does the thesis topic address?  Should describe the importance of the topic for a specific scientific community.  Who may benefit from the results of the thesis? |
| Current State of Research | Describes the state of the art with respect to the chosen topic.  Describes how the research results have been achieved so far, mentioning the methodology and the research results.  This chapter requires detailed investigations for the purpose of avoiding a repeated research (“the wheel should not be reinvented”). |
| Research  Gap | Describes that – based on the chapter before – a certain part of the research is still in its infancy – no researches have been done so far.  This chapter should describe in detail, which parts have not been researched and as a conclusion it should describe the importance of the author’s topic to close the gap.  A statement made by a prominent personality would help a lot to describe the research gap. |

Table continued on the next page.

|  |  |
| --- | --- |
| Research  Question(s) | If the research question can be answered, the research gap is closed.  The research question is the guideline through the entire thesis. All efforts have to be linked to the research question.  The research question must not be answered with yes or no (that is why it must be a “w-/how-question”).  The respective wording of the research question is to be elaborated on.  Up to ten sub-questions are allowed. |
| Methodology | This chapter describes how the author intends to yield the results (starting point – route of research [approach] – finish). It describes the consistency in the author’s research work.  Which scientific methodology will be used to answer the research question?  Figures, graphs or diagrams are useful to support the description of the methodology. |
| Research | Describes what the author has done to answer the research question.  Describes the details of the author’s research. |
| Results  of Research | This chapter lists in a logical order the results of the research.  Which are the results? The results must be important for answering the research question. |
| Discussion  of Results  (pros and cons) | All the results are discussed by writing by the author.  The author discusses the results from different points of view (pros and cons).  The research question(s) should be mentioned again and, based on the author’s discussion, it/they should be answered clearly. |
| Restriction  of Validity | The validity of the research is to be discussed by writing.  There must be a clear statement for which parts, for whom etc. the author’s research is valid and for which parts, for whom etc. it is not valid.  The reason(s) for the mentioned clear statements are to be pointed out, too. |

Table continued on the next page.

|  |  |
| --- | --- |
| Benefit  for Scientific Disciplines | The content of this chapter is similar to the chapter “linkage to scientific disciplines”.  Here it should be mentioned, which importance the research results may have to a certain scientific community and/or to certain persons and/or for certain topics.  It should be described, who or what may have a benefit from the research results. |
| Prospects | The results of the author’s research could be a starting point for further researches done by other persons.  Probably not all questions can be answered because of certain circumstances, but can be answered by further researches. Certain topics for further theses could be described to fill the research gap completely. |
| Summary | All the text modules are to be described.  Within the summary no new argument must be introduced.  The summary is – in any case – longer than the abstract and has a size of approximately four per cent of the thesis text pages. |
| *Postface* | *The thesis author may bring in some personal statements and/or acknowledgements she/he would like to share with the reader.* |

**Table 5:** Description of the text modules content of scientific papers.[[9]](#footnote-9)

**5.4 Affidavit**

The affidavit below is to be copied verbally onto the last page of the thesis. This affidavit is to be signed by the author’s own hand on all thesis copies submitted to officials.

**Affidavit**

I herewith declare that I have written the present thesis independently and on my own. I have clearly marked any language or ideas borrowed from other sources as not my own and documented their sources. The thesis does not contain any work that I have handed in or have had graded as a previous scientific paper earlier on.

I am aware that any failure to do so constitutes plagiarism. Plagiarism is the presentation of another person's thoughts or words as if they were my own – even if I summarize, paraphrase, condense, cut, rearrange, or otherwise alter them.

I am aware of the consequences and sanctions plagiarism entails. Among others, consequences may include nullification of the thesis, exclusion from the awarding of a degree, and legal consequences for lying under oath. These consequences also apply retrospectively, i.e. if plagiarism is discovered after the thesis has been accepted and graded. I am fully aware of the scope of these consequences.

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1. Table created by the author. [↑](#footnote-ref-1)
2. Author’s note: This sequence of figures expresses in British English the 2nd of March, 2013. [↑](#footnote-ref-2)
3. Table created by the author. [↑](#footnote-ref-3)
4. Picture created by the author during the leadership training on 23rd of May, 2009. [↑](#footnote-ref-4)
5. Author’s note: The content of each text module is described in the Annex in sub-chapter 5.3 (from the preface to the postface). [↑](#footnote-ref-5)
6. Table created by the author based on a lecture by University-Docent Dr. Thomas Stephenson of the Sigmund Freud University in Vienna during the author’s doctoral studies.  
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