

Introduction

Topic sentence to set the scene of your paper

General to specific information

Thesis statement

The thesis statement has to actually be a **statement** on your topic and has to cover the entire scope of the paper

Body: between-paragraphs

Logical order between paragraphs (cf. organisational patterns)

Clear and natural flow

Use conjunctions and linking words

Balance the size of the paragraphs (9-12 lines on average)

Body: in-paragraphs

Topic sentence

Body (cf. organisational patterns)

Climax sentence

By only reading **topic** and **climax** sentences, you should be able to deduce a logical and coherent outline. Bad TS/CS = bad structure

Conclusion

Topic sentence to conclude your writing

Summarise and rephrase thesis statement and arguments

Recommendations or implications for future research

Climax sentence to conclude **everything**

Do not add **new information** but instead, try to sum up everything you have said in a clear and convincing way. Make sure the conclusion **mirrors** the introduction.

Writing: general

Avoid informal words (big, huge, totally, ...)

Check spelling & grammar

Look up academic synonyms (but do not overuse them)

Formal

Verdana 10, spacing 1.5

Alignment **justified**

Paragraphs are **coherent blocks** which are separated from each other by a **blank line**

Paragraphs start at the left hand side of the paper (**no indents**)

Page numbers bottom right, not on first page

No headings or subheadings

No images in-text (*optional: in appendix*)

Some of these formalities will be different in other cases, but for your management report, these are used to assure equality and comparability for all reports.

List of references

Style Harvard Reference Style

Order Alphabetical

Purpose Other people need to be able to find the sources you have used

Try to find **good** and **credible** sources. Do not just list an entire bibliography: only the ones you actually use!

In-text referencing

Style Harvard Reference Style

Quotation Smith (2008: 15) states that "now, most cars are red."

Adjust words in quotation Smith (2008: 15) states that "[in the year 2008], most cars are red."

In-text referencing (cont)

Leave out text in quotation Smith (2015: 8) discusses that "this happens because of three reasons: (...) and finally it is because of globalisation."

Paraphrase Smith (2008: 15) argues that most cars can be considered red.

Summary In general, most cars can be considered to be red (Smith 2008: 15).

Several sources In Smith (2008: 15) & Williams (2017: 193) it is clear (...)

More than three authors Smith **et al.** (2015: 37) observe (...)

Same author repeated without a different author in between Smith (2008: 15) states that "most cars are red" (...) Cars can also be blue (**ibid.: 19**). Attention! Adjust year or page number when necessary. Only use (ibid.) when on the same page. New page = start over

Footnotes **Never!** Instead insert end notes at the end of a chapter

