

### 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

