


Approved:

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 / Prof. Dr. B. Wolfs, Academic Dean, SBS Swiss Business School.



# BA School of Business and Finance & SBS Swiss Business School

**Double-degree study programs**

**BBA International Management/**

**Bachelor of Finance in International Finance**

**Master of Business Administration/**

**Master of Finance in International Finance and Banking**

## AY 2023 - 2024

Riga, 2 September 2023

## THESIS

A thesis refers to a substantial research project. It is a written work in which a scholarly idea is developed in a systematic way or in which a certain point of view is defended. A thesis should draw an original conclusion based on information derived from research. The thesis must be personal, have clarity, be well balanced, and be well developed.

### CHOOSING A TOPIC

The choice of a topic involves identifying a general subject area, limiting, and defining the topic, and stating the topic as a question or hypothesis. You should evaluate the topic according to the following criteria: importance and interest, manageability, and availability of resources.

- *Importance and Interest* – To a large extent this is a matter of subjective judgment. However, the choice should be interesting to you and also to the readers.
- *Relevancy* – The topic you select must be relevant to the study of Business Administration and Finance.
- *Manageability* – This involves carefully limiting your topic. If it is too vague or broad, too narrow, or too specialized, finding suitable resources will be difficult. You should also consider your knowledge of the topic. A topic too specialized or too technical may be beyond your abilities.
- *Availability of Resources* – No matter how interesting or manageable a topic may be, if you cannot find the necessary research materials, the topic should be avoided.

### DEFINING YOUR HYPOTHESIS STATEMENTS

Your next step is to determine precisely what it is you wish to find out. The hypothesis statement is an explanation of what you wish to prove in your research. The hypothesis is written both as a negative statement ( $H_0$  hypothesis, read as the null hypothesis) and a positive statement ( $H_a$  hypothesis, read as the alternative hypothesis). The  $H_0$  is listed/written first. If the  $H_0$  and  $H_a$  hypotheses are not explicitly formulated and answered in your thesis, the defense committee may reject your work before allowing you to present.

Ensure your hypothesis statements are written with only one variable to investigate. Additional questions that apply to your subject or that are necessary to define measuring success are expressed as research questions.

In evaluating the conclusions from your primary research, you are attempting to: "Fail to reject" the null hypothesis  $H_0$ . (H subscript 0, which is the ZERO on your keyboard)

or

"Support for the alternative hypothesis  $H_a$  was found."

Make exact use of these statements in your thesis.

## **CHOOSING A MENTOR**

A mentor guides you through the thesis process. Most mentors are selected by students from the faculty they have met during their course of studies. Mentors from the industry may be selected with the approval of the Academic Dean of SBS Swiss Business School and the Study Program Director from the side of BA School of Business and Finance.

The mentor's tasks are to:

- Assist you with the topic selection.
- Assist you in developing your hypothesis statement.
- Review your proposed outline and research plan.
- Review your initial writing for style and format.
- Conduct a final review of the document.
- Sign off the final document verifying the document meets academic standards prior to the student's turn in of the document.

The mentor is not:

- Your private editor or spell checker.
- Your assistant writer to see if you meet all formal requirements and documentation standards.

## **APPROVAL PROCESS**

Once you have selected a topic and have found a mentor, complete the attached thesis approval form (Appendix 9), have it signed by your mentor, and forward it to your BA Program Manager, then approval is get from SBS Academic Dean.

## **THESIS ORGANIZATION**

The material should be presented in a concise and organized fashion. Your thesis must be organized in the format specified in Appendix 3.

- *Title page* – Contains the names of the schools, the title of your thesis in English and Latvian languages, year, name of student and mentor, and degree using the SBS/BA standard format (see Appendix )
- *Authentication of work* - The student signs that the document is their own work and does not contain plagiarism or copyrighted material. The mentor signs that the document meets academic standards of BA and SBS.
- *Table of Contents* – Gives each section, chapter, and subchapter with a page reference. As a minimum, subchapters must be listed. For complex discussions, including sub-subchapter headings may also be required.
- *List of Tables, Figures, Graphs, and Plates* – Each type of illustrative matter should be listed on a separate page. Each group should be numbered consecutively in Arabic numerals throughout the paper. If they are especially numerous, they should be numbered by chapter, e.g., Graph 1.1 is the first graph in chapter one. Large or extensive tables should be placed in an appendix at the end of the thesis.
- *Preface/foreword* – Includes a justification for the thesis and acknowledgments. This is your place to thank, for example, family, friends, the Academic Dean, the Program Manager, and faculty. (NOTE: Foreword is spelled with an “e”.)
- *Executive summary* - Provide a one-page summary of your thesis.
- *Chapter 1. Introduction* – The background of your subject and your study.
- *Chapter 2. Objectives of the study* – What you intend to do in the study, including your hypothesis statement, expressed as both an  $H_0$  and an  $H_a$  statement. Additional research questions to be answered should be listed after the hypothesis statement.
- *Chapter 3. Literature review* - This is a comprehensive review of existing documentation and research on your subject area. You should use significant and up-to-date bibliography sources, including edited monographies and at least 8 scientific publications.
- *Chapter 4. Collection of primary research* - All thesis work requires primary research in the form of a survey (minimum 50 returned questionnaires). Include a discussion of the organization of, conduct of, and results from your primary research. The survey itself must be included as an appendix to your document.

Since 50 returned questionnaires must be statistically analyzed, ensure your

sample is large enough to account for non-returns. Based on the various survey websites used in the past, it is recommended to use kwiksurveys.com for preparation and distribution of your questionnaire, and for an initial analysis of your results.

The statistical relevance of your results can normally be summarized using graphs and statistics produced in Microsoft Excel. SPSS might be used as a potential technical tool. Financial calculations related to the thesis topic must be done in this or the next chapter.

In exceptional cases, when the survey is not possible, it can be replaced with interviews. Interviews can also be used as an additional source of data for the survey.

Hypothesis testing can be done based on survey or financial data calculations. You must apply both methods – survey and financial calculations. If financial data is used for hypothesis testing, then the survey should be done as the additional research question. If survey is used for hypothesis testing, then the financial calculations should be done as the additional research question.

- *Chapter 5. Intermediate analysis and conclusion* - Based on your primary research, have you been able to prove or disprove your  $H_0$  hypothesis? Again, you normally seek to reject the  $H_0$  hypothesis and accept the  $H_a$  hypothesis.
- *Chapter 6. Overall conclusion and recommendation* - Summarize the entire written document. Based on your secondary and primary research, what conclusions can you draw? Include:
  - *Lessons learned/learning aspects* - What personal lessons learned did you obtain from writing this thesis?
  - *Moral and ethical issues*. What ethical or legal issues does your thesis raise for society in general and any of the stakeholders in your thesis? (NOTE: Minimum of two pages.)
- *Glossary (Optional)* – This is a list of definitions of terms and concepts. It is needed when the typical reader may not be familiar with the terminology used in the text.
- *Reference List* – Provides a listing of the sources quoted in the paper, arranged alphabetically by the last name of the author.
- *Appendices*- This is used for material that supplements the text but is not appropriate for inclusion. Placing lengthy tables, questionnaires, photos, original documents, and other matter in the appendix prevents the text from becoming too bulky. List each appendix by letter and title, if any, in the table of contents.

- As a minimum, two appendices must be attached to the thesis:

- Appendix A. Your signed thesis approval form.
- Appendix B. A blank copy of your survey questionnaire.

## CITING REFERENCES

In a scholarly work, such as the thesis, all words, opinions, statistics, facts, pictures, graphs or any other information from an author or source must be properly cited. SBS/BA cites using the American Psychological Association (APA) (7<sup>th</sup> ed.) referencing system (parenthetical / embedded footnotes) (See Appendix). DO NOT cite your sources using either footnotes at the bottom of the page or endnotes at the end of the document. An alphabetical listing of all your sources by type is placed in a reference list following the main body of your thesis.

- *Examples* - A listing of in-text and reference list styles is provided in the Appendix.
- *Inserting citations* - Microsoft Word assists you in both citing and a draft build of your reference list. Follow the instructions in the "Citations and Bibliography" portion of the "References" tab. Set your style to "APA Seventh Edition".
- *Information footnotes* - Since references are embedded in the document, footnotes at the bottom of the page may be used for supplementary information or comments.
- *Common knowledge* - Common knowledge does not have to be cited. That Bern is the capital of Switzerland is common knowledge. However, any descriptive statistic for Bern (current population, per capita income, length of public transportation network, etc.) would require proper referencing.
- *Wikipedia, Investopedia, and similar sites* – Wikipedia articles are not to be used as a primary reference / referenced source in your thesis. The same applies to Investopedia and similar sites.

## ACADEMIC HONESTY AND PLAGIARISM

Your thesis is carefully evaluated for academic honesty. An online review of your document by the SBS/BA front office must be completed PRIOR TO your final submission. Documents with more than five percent plagiarism will not be accepted.

As a review, plagiarism is the act of taking someone's ideas or words and presenting them as your own, including:

- Purchasing finished papers or theses from the Internet.
- Downloading and using information word-for-word from the Internet.

- Copying and using information word-for-word from any printed sources.
- Improperly paraphrasing any source.

You are expected to clearly articulate your own ideas, give credit to the sources of information used (citation), properly insert quotes where needed, and properly reference and document your sources. Tips on the proper techniques of summarizing, paraphrasing, and quoting are included in the Appendix.

### NOTES ON STYLE

The thesis is a formal document and reflects the quality of academic work you are capable of producing.

- *Diction* – Is the word choice. In a thesis, it should be formal. Contractions and abbreviations should be avoided.
- *Voice* - The body of the paper should be written in the third person, not in the first person. You will need to use the first person when discussing your lessons learned.
- *Tone* – Your attitude toward your subject should be serious, not ironic, or flippant. Humorous, causal, or conversational approaches should not be used.
- *Sentence structure* – Sentences in a thesis should be active, forceful, and varied.
- *Gender neutral* – Do not refer to the actions of an individual as “he” or “his”. In addition, do not refer to the actions of an individual as “he/she” or “he and/or she”. Keep your writing gender-neutral by using “they” or “their”.

### LESSONS LEARNED AND ETHICAL IMPLICATIONS

Two important sections must be included following the conclusions in your thesis.

In the lessons learned section, you must include the personal lessons learned in preparing and writing your thesis. This can include but is not limited to, lessons learned in the physical preparation of your thesis, such as subject selection, research, survey, or writing. It may also include comments on the subject itself.

As a final section, you must include a detailed (at least two pages) discussion of the ethical implications of your findings in the business world. The ethical implications may apply to society in general and to any and all of the stakeholders in the topic you

discussed in your thesis. This section is NOT used to discuss the ethics of the conduct of your research or your survey.

## FORMAT GUIDANCE

The following guidance applies to your finished document.

- *Electronic submission* - The thesis must be submitted for plagscan.com check and then uploaded to the BA Information System.
- *Title* – Select a title that succinctly describes your work. Do not automatically include the example in the standard cover page in your title. For example, initial research into a topic may be an “exploratory” study. The title should reflect relation to business and finance.
- *Length* - The thesis's main body (starting with Chapter 1 and ending with your ethical considerations) must be: **Bachelor thesis at least 60 pages in length, Master thesis at least 20,000 words.** Introductory pages before Chapter 1 and appendices, glossaries, and other attachments are not included in this total.
- *Page breaks* – Begin each chapter on a new page. Subchapters do NOT begin on a new page.
- *Page numbering* - The title page, though counted, remains unnumbered. All other pages of the front/introductory matter are given lowercase Roman numerals centered at the bottom of the page. The text or body of the thesis begins with the first page of Chapter 1. For numberings in the text, use Arabic numerals starting with number 1 and continuing through the end of the document.
- *Headings/Subdivisions* - APA style uses five levels of organization within each chapter.

Chapter title	<b>Centered, Bold, Title Case, No Period</b>
Subchapters Level 2	<b>Flush Left, Bold, Title Case, No Period</b>
Level 3	<b><i>Flush Left, Bold Italic, Title Case, No Period.</i></b>
Level 4	<b>Indented, Bold, Title Case, With Period.</b>
Level 5	<b><i>Indented, Bold Italic, Title Case, With Period</i></b>
- *Paragraphing* – In APA style, all paragraphs are indented 1.25 cm. The first paragraph of a section with a Level 4 or 5 heading is also indented 1.25 cm as the heading itself is indented, and the paragraph text begins on the same line as the heading.
- *Typestyle* - Use Times New Roman, Calibri, or Arial, 12 pt. font, 1.5 line spacing.
- *Layout* – Use “align left”, not “centered”, to ease in reading your document.
- *Copyrighting* - Normally, no copyright is needed. Property rights in this document are defined in accordance with the legislation of the Republic of Latvia. SBS



Swiss Business School and BA School of Business and Finance will keep all thesis works in hard copy and/or electronic versions in their libraries.

- *Sensitive/real-world business information* - Should the document contain real-world business plans that are not to be made public, coordinate with the Academic Dean of SBS Swiss Business School and Program Director at BA School of Business and Finance and mark the document as "NOT FOR PUBLIC RELEASE" in red on the next line after the title. In addition, add a separate page marked in at least 64pt red type NOT FOR PUBLIC RELEASE after the title page. It is recommended to avoid the use of confidential data in the thesis. In case when it is necessary do not open the name of the company. In not for public release case, SBS/BA will not give your work to read to the third parties 2 years after the defense.

## TURN-IN PROCEDURES

The thesis turn-in date is published on the SBS and BA websites and in separate announcements. Once your writing has been checked by the front office for plagiarism, you are required to turn in electronic copy of your document.

- *Electronic submission* – thesis work in .pdf format is required to be downloaded to BAIS (Information System of BA School of Business and Finance). BA will share these documents with SBS.
- *Final review* - Your mentor is required to have reviewed and signed off on your finished product before it will be accepted by the SBS/BA administration for further reviewing. This review includes proper format, a review of content, and a check for plagiarism. BA/SBS do check for plagiarism using plagscan.com before thesis submission, sharing this information with the thesis mentor.
- *Reviewers' grade* – After submission your thesis is reviewed and graded by Reviewers separately appointed by SBS and BA. Reviewers' grades are considered as a part of thesis evaluation at the State Qualification Committee (BA Reviewer's grade is open to the defense committee during the defense session, SBS reviewers' opinions and grades are summarized in SBS representative's notes).

## THESIS DEFENSE

The thesis defense is held twice each year, normally in January/early February and in late May/ early June.

- *Defense committee (State Qualification Committee at BA School of Business and Finance in Riga)* - The defense committee consists of a five or six-person jury who have read and reviewed your thesis in advance. A representative of SBS is a member of the defense committee.
- *Dress code* – Business attire; for men, a coat and tie.
- *Presentation length* - You will be given 20 minutes to present the results of your work using the format below.
- *AV equipment* - The presentation is to be in MS PowerPoint on your own USB stick for use on an SBS/BA computer. You may not use your own computer.
- *Handys/mobiles/PDAs/tablet computers* – Mobile telephones and all other electronic devices may not be brought into the presentation room. You may not use any electronic device for timing or recording.
- *Presentation format* – Since all members of the defense committee have reviewed your work, your presentation should include:
  - What did you study/what is your topic?
  - Why did you pick the topic?
  - What was your hypothesis?
  - What did you find out?
  - What are your conclusions?
  - What are your personal lessons learned?
  - What were the ethical implications of your conclusions?
- *Q&A* - Following the presentation, the thesis defense committee will ask questions during a 10-minute Q&A session.
- *Official guests* – Permission to allow official guests (business partners, sponsors, etc.) to sit in on the presentation is granted on a case-by-case basis. Submit a request for approval through your Program Manager to the Academic Dean when you turn in your document. The guest is allowed to be present during your presentation but not during the deliberation by the defense committee.
- *Final Grade* – Grading is conducted using the rubric attached in the Appendix. You will be notified of the final grade by the president of the defense committee at the end of all defense presentations.

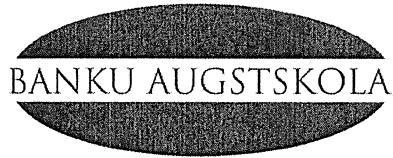
## FINAL COMMENTS

When you have a thoroughly revised draft ready for final typing, you should read it through at least once more, paying attention to every detail.

- Look for errors in spelling and punctuation as well as for typographical errors.
- Proofreading can make the difference between a mediocre paper and an excellent one.
- Careful proofreading helps ensure the paper you submit does justice to the time, energy and thought you invested in its creation.
- Should you require additional information concerning aspects of your thesis, you should discuss it with your promoter.
- And remember, academic writing is hard work. As a rule-of-thumb, plan for being able to write only three or four pages per day of properly cited, well thought-out and well-written work.

### **Appendices**

1. Standard title page and Standard certification page - Bachelor
2. Standard title page and Standard certification page - Master
3. Format options
4. References – Examples
5. Summarizing, paraphrasing, and quoting – Examples
6. Survey preparation and analysis
7. Grading
8. Thesis preparation milestones
9. Topic approval form: Bachelor and Master



**THESIS THEME IN THE LATVIAN LANGUAGE  
THESIS THEMETHE IN ENGLISH LANGUAGE**

**A THESIS  
PRESENTED TO THE FACULTY OF  
BA SCHOOL OF BUSINESS AND FINANCE AND SBS SWISS BUSINESS SCHOOL**

**IN PARTIAL FULFILLMENT  
OF THE REQUIREMENT FOR THE DEGREES  
BACHELOR OF BUSINESS ADMINISTRATION IN INTERNATIONAL MANAGEMENT/  
BACHELOR OF FINANCE IN INTERNATIONAL FINANCE  
BAKALAURS FINANSĒS AR SPECIALIZĀCIJU STARPTAUTISKAJĀS FINANSĒS**

**BY**

**NAME, SURNAME OF THE AUTHOR**

**MAY 2024**

**(IMPORTANT: NO HEADER OF FOOTER OR PAGE NUMBER ON THE FRONT  
PAGE)**

**MENTOR: NAME SURNAME**



Thesis theme in the Latvian language

Thesis theme in the English language

Presented to the faculty of  
*BA School of Business and Finance and SBS Swiss Business School*

In partial fulfillment of the requirement for the degrees  
**BACHELOR OF BUSINESS ADMINISTRATION IN INTERNATIONAL MANAGEMENT/  
BACHELOR OF FINANCE IN INTERNATIONAL FINANCE**  
**BAKALAURS FINANSĒS AR SPECIALIZĀCIJU STARPTAUTISKAJĀS FINANSĒS**

**Student Declaration:**

I declare that I, **Name Surname**, group \_\_\_\_, the undersigned, have completed this work.

and that I have not used any other than permitted reference sources or materials nor engaged in any plagiarism. All references and other sources used by me have been appropriately acknowledged in the work. I further declare that the work has not been submitted for the purpose of academic examination, either in its original or similar form, anywhere else.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Place / Date

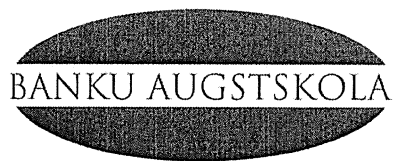
**Mentor Declaration:**

I, the undersigned, verify that this document meets *BA School of Business and Finance* and *SBS Swiss Business School* academic standards.

\_\_\_\_\_  
Name, Surname, Position

\_\_\_\_\_  
Riga/

\_\_\_\_\_  
Place / Date



THESIS THEME IN **LATVIAN**  
THESIS THEME IN **ENGLISH**

**A THESIS**  
**PRESENTED TO THE FACULTY OF**  
**BA SCHOOL OF BUSINESS AND FINANCE AND SBS SWISS BUSINESS SCHOOL**

**IN PARTIAL FULFILLMENT**

**OF THE REQUIREMENT FOR THE DEGREE**

**MASTER OF BUSINESS ADMINISTRATION IN GLOBAL FINANCE AND BANKING/  
MASTER OF FINANCE IN INTERNATIONAL FINANCE AND BANKING**  
**MAĢISTRS FINANSĒS AR SPECIALIZĀCIJU STARPTAUTISKAJĀS FINANSĒS UN BANKU DARBĪBĀ**

**BY**

**NAME SURNAME**

**JANUARY OR MAY 2024**

**(IMPORTANT: NO HEADER OF FOOTER OR PAGE NUMBER ON THE FRONT  
PAGE)**

**MENTOR: NAME SURNAME**



Thesis theme in Latvian

Thesis theme in English

Presented to the faculty of  
*BA School of Business and Finance and SBS Swiss Business School*

In partial fulfillment of the requirement for the degree  
**MASTER OF BUSINESS ADMINISTRATION IN GLOBAL FINANCE AND BANKING/  
MASTER OF FINANCE IN INTERNATIONAL FINANCE AND BANKING**  
**MAĢISTRS FINANSĒS AR SPECIALIZĀCIJU STARPTAUTISKAJĀS FINANSĒS UN BANKU DARBĪBĀ**

**Student Declaration:**

I declare that I, **Name, Surname**, group \_\_\_\_, the undersigned, have completed this work

and that I have not used any other than permitted reference sources or materials nor engaged in any plagiarism. All references and other sources used by me have been appropriately acknowledged in the work. I further declare that the work has not been submitted for the purpose of academic examination, either in its original or similar form, anywhere else.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Place / Date

**Mentor Declaration:**

I, the undersigned, verify that this document meets *BA School of Business and Finance* and *SBS Swiss Business School* academic standards.

\_\_\_\_\_  
Name, Surname, Position

\_\_\_\_\_  
Place / Date

Appendix 3  
**STANDARD LAYOUT/ORGANIZATION FORMAT**

Title page  
 Declaration  
 Acknowledgment  
 Tables  
 Figures  
 Executive Summary

Table of Contents (For page numbers, use the TAB function of your keyboard)

1. Introduction .....	1
1.1. Background of the Problem .....	#
1.2. Background of the Study .....	#
2. Objectives of the Study .....	#
2.1. Problem Statement .....	#
2.2. Objectives of the Study .....	#
2.3. Hypothesis Statement .....	#
2.4. Additional Research Questions (NOTE: if needed).....	#
2.5. Limitations .....	#
3. Literature Review.....	#
3.1. Chapter Introduction. (NOTE: Subchapters as needed) .....	#
3.2. Summary of Key Points .....	#
4. Collection of Primary Data .....	#
4.1. Methodology .....	#
4.2. Research Design .....	#
4.2.1. Type of Research.....	#
4.2.2. Design of the Research Instrument .....	#
4.2.3. Sample Selection .....	#
4.3. Research Execution .....	#
4.4. Analysis of Data .....	#
4.4.1. Profile of Respondents .....	#
4.4.2. Analysis of Responses .....	#
5. Analysis and Conclusion .....	#
5.1. Hypothesis Testing .....	#
5.2. Intermediate Conclusion(s) .....	#
6. Conclusions and Recommendations .....	#
6.1. Summary of Findings .....	#
6.2. Overall Conclusion .....	#
6.3. Recommendations .....	#
6.4 Lessons Learned / Learning Aspects .....	#
6.5. Implications .....	#

Glossary (NOTE: if needed)

Reference List

Appendix (NOTE: Appendices are numbered; Appendix 1, Appendix 2...)

Thesis Approval Form

Blank Questionnaire

Supporting Documents (NOTE: if needed)



## Appendix 4 Citations and Reference List

SBS cites using the American Psychological Association (APA) format. This section is a short summary of citation and referencing techniques. When in doubt, consult the *Publication Manual of the American Psychological Association, 7<sup>th</sup> ed.*

### Reference citations in the text.

In principle, citations are embedded in the text and show up to three bits of information:

- The author's surname (family name).
- The year of publication (latest edition).
- Page numbers (for quotes and specific facts or statements).

For example, in an indirect, general reference, the citation includes the author and year. This may be as a parenthetical citation:

A recent study (Jones & Chan, 1995) has shown a series of outcomes which result from economic hardship in the community.

...or with the author's name as part of the narrative:

In a recent study, Jones and Chan (1995) have shown a series of outcomes that result from economic hardship in the community.

For a direct quotation or with specific facts and figures, page numbers are needed. For a parenthetical citation:

A recent study (Jones & Chan, 1995, p. 45) has shown a series of outcomes which result from economic hardship in the community.

---or with the author's name as part of the narrative.

In a recent study, Jones, and Chan (1995, pp. 45-47) have shown a series of outcomes that result from economic hardship in the community.

A single page is abbreviated as p. A reference extending over several pages is abbreviated as pp. The word "and" is written out as part of the narrative but is expressed as an ampersand (&) in a parenthetical citation.

### Reference list.

All sources referenced in the text must be listed in a reference list at the end of the thesis alphabetically by the author. In principle, a standard reference list entry includes:

Author's last name, Initial(s). (Year). *Title in Italics* (Edition). Place of publication:  
Publisher.

Alternatively, if a source has been located on the internet, the format is changed to:

Author's last name, Initial(s). (Year). *Title in Italics* (Edition). Retrieved from website

Long website addresses should be split at punctuation marks to properly display in the reference. No date of retrieval is required in APA style.

NOTE: In APA, the second line or lines of the reference is indented (hanging indent) 1.25 cm.

### Basic Citation and Reference List Examples

The following examples are intended for quick reference. For detailed guidance, please consult the *Publication Manual of the American Psychological Association* (7<sup>th</sup> ed.).

#### 1. Books.

##### 1.1. Books - One author.

Citation format:

..... Author (year, p/pp)...

or

.....(Author, year, p/pp).....

Reference list format for a print version:

Author, A.A. (Year). *Title of work*. Location: Publisher.

Reference list format for an electronic edition of a print book:

Author, A.A. (Year). *Title of work* [Version]. Retrieved from <http://www.xxxxxxx>

Reference list format for an electronic-only book:

Author, A.A. (Year). *Title of work*. Retrieved from <http://www.xxxxxxx>

NOTE: In the print format, the entry ends with a period after the publisher. In a book retrieved from the internet, no period is placed after the website.

##### 1.2. Books - More than one author (two to five).

If more than one author, the order of the author's name(s) is not changed from the original publication. In the reference, each name is separated by a comma:

Citation format:

.....Author and Author (year, p/pp)...

or

.....(Author & Author, year, p/pp).....

Reference list format:

Author, A.A., & Author, B.B. (Year). *Title of work*. Location: Publisher.

Special provisions apply to books with six or more authors. Refer to the APA style guide for the use of et al.

##### 1.3. Books - Subsequent editions.

No change is made in the citation. In the reference, the edition number (e.g., 2<sup>nd</sup> ed. or 3<sup>rd</sup> ed.) is given in non-italic format in parenthesis after the book title.

Reference list format:

Author, A.A. (Year). *Title of work* (ed.). Location: Publisher.

#### **1.4. Books - Sections/chapters of edited books.**

The name of the author appears in the citation. In the reference, the chapter name is not italicized. The editor's name is listed with the book title.

Reference list format:

Author, A.A. (Year). Chapter title. In E.E. Editor (Ed.) *Title of book* (pp. xx-xx).  
Location: Publisher.

#### **1.5. Special Situations.**

##### **1.5.1. Author unknown.**

APA does not use "anonymous/anon" if the author is not known. If a work has no identified author, use the name of the publication in the citation. Place the name of a book in italics. Place the name of all other publications in quotation marks.

##### **1.5.2. Date of publication unknown.**

If the date of publication is unknown, use the abbreviation n.d. for no date. For websites, the latest date a page is updated may be used as the publication date.

#### **2. Journals.**

In journals, the name of the article is written normally, and the name of the publication and volume number are written in italics. General format:

Author, A. A., Author, B. B., & Author, C. C. (Year). Title of article. *Title of Journal*,  
*Volume*, page(s).

or

Author, A:A., Author, B.B. & Author, C.C. (Year). Title of article. *Title of Journal*,  
*Volume*, page(s). Retrieved from <http://www.xxxxxxx>

Capitalize only the first word and proper nouns in the article title. Capitalize the journal name as in the original document.

The abbreviation "vol" is not needed, nor is "p." or "pp." before the page number. Example:

*Social Science Quarterly*, 8. 508-525.

If an issue number is available, include it after the volume in parenthesis:

*Social Science Quarterly*, 84(2). 508-525.

#### **3. Newspapers and magazines.**

##### **3.1. Author known.**

Citation format:

..... Author (year, p/pp)...

or

.....(Author, year, p/pp).....

Reference list format:

Author, A.A. (Year, Date). Title of article. *Title of Publication*.

or

Author, A.A. (Year, Date). Title of article. *Title of Publication*. Retrieved from <http://www.xxxxxxx>

### **3.2. Author unknown.**

Use the title of the article as the "author" in the reference. Use a shortened version (keywords) of the title in the citation. For example:

Citation format:

...("Six Sites Meet," 2006)...

Reference list format:

Six sites meet for a comprehensive anti-gang initiative conference. (2006, November/December). *OJJDP News @ a Glance*. Retrieved from [http://www.ncjrs.gov/html/ojldg/news\\_at\\_a\\_glance/216684/topstory.html](http://www.ncjrs.gov/html/ojldg/news_at_a_glance/216684/topstory.html)

### **4. Websites.**

In principle, the publishing organization is treated as the author and the title of the webpage is treated as the name of a book. If no specific date of publication is given, attempt to determine the last update of the website/page.

Citation format:

Greenpeace (2011)

or

(Greenpeace, 2011)

Reference list entry:

Greenpeace. (2011). *The future is GM-free*. Retrieved from <http://www.greenpeace.org/gm/farming/canola.html>

### **5. Other.**

#### **5.1. Interviews.**

Interviews, in person or by telephone, are primary sources and not listed in the reference list. Include a transcript of the interview or interview notes as an attachment, including the date and location of the interview.

In-text reference:

During an interview with Dr. Max Smith (Appendix 5)...

#### **5.2. Personal communication.**

Reference to informal personal communication either in-person or by telephone, e-mail or letter must be supported by as much detail as possible.

In-text reference:

O'Sullivan (2003)

or  
(O'Sullivan, 2003)

Reference list entry:

O'Sullivan, S. (2003, June 5). *Discussion on citation and referencing*. E-mail.

### **5.3. Doctoral dissertations and master's theses.**

Italicize the title of a doctoral dissertation or master's thesis. Identify the work as a doctoral dissertation or master's thesis in parenthesis after the title.

Author, A.A. (Year). *Title* (Unpublished doctoral dissertation). Institution, Location.

### **5.4. Lecture notes.**

Italicize the title of the lecture. Identify the work as lecture notes in brackets after the title. The brackets indicate a description of form:

Author, A.A. (Year) *Title* [Lecture notes]. Institution, Location.

Appendix 5  
**Summarizing, Paraphrasing, and Quoting**

Copying the work of any author without giving proper credit is plagiarism. The normal method of referring to the work of another author or source in your thesis is to summarize the original information.

Consider the following text from Robbins, S.A., and Judge, T.A., 2007. *Organizational Behavior 12<sup>th</sup> Ed.*, New Jersey: Pearson Prentice-Hall, pg. 79:

The term job satisfaction can be defined as a positive feeling about one's job resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about the job, while a person who is dissatisfied holds negative feelings about the job. When people speak of employee attitudes, more often than not they mean job satisfaction. In fact, the two are frequently used interchangeably.

Summarizing. A summary is a properly referenced/cited, shortened version in your own words of another writer's ideas. It is normally approximately one-third the length of the original document. No opinions, individual thoughts, or your own ideas are included in the summary. An example from the text above could be:

According to Robbins and Judge (2007, p. 79), job satisfaction is an employee's feeling or attitude following an evaluation of the tasks and structure of the job.

Quoting. A quote is a word, words, sentence, or sentences which are copied from a source. There are two types of quotes. Short quotes or 39 words or less are put in quotation marks. Quotes of 40 words or longer are indented in the text as a block quote.

As an example of a short quote:

Considerable work has been done on the study of job satisfaction in the workplace. Robbins and Judge (2007, p. 79) define job satisfaction as "a positive feeling about one's job resulting from an evaluation of its characteristics." Other authors take a simpler view of the subject.

As an example of a block quote:

Considerable work has been done on the study of job satisfaction in the workplace.

The term job satisfaction can be defined as a positive feeling about one's job resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about the job, while a person who is dissatisfied holds negative feelings about the job. When people speak of employee attitudes, more often than not mean job satisfaction. In fact, the two are frequently used interchangeably. (Robbins & Judge, 2007, p. 79)

Other authors take a simpler view of the subject.

Paraphrasing. Paraphrasing is the process of changing another writer's words into your own words. It is longer than a short summary. But be careful. Merely changing one word is

plagiarism. Duplicating the paragraph structure and the sentence structure within a paragraph is plagiarism. As a rule of thumb, five or more words identical to the original source is plagiarism.

As an example of proper paraphrasing:

Robbins and Judge (2007, p. 79), state that job satisfaction is a positive feeling based on an evaluation of the tasks and structure of the job. People with positive feelings about their job are normally described as having high job satisfaction levels; people with negative feelings normally have low job satisfaction. Job satisfaction is often referred to in terms on employee attitudes.

## Appendix 6 Survey Preparation and Analysis

### Survey Preparation

The first task in preparing your survey is to develop a sampling plan. Kotler and Kellar (2012, p. 129), break the task into three parts:

- Determine the sampling unit (who).
- Determine the sample size (how many).
- Determine the sampling method. (when, where, and how).

As discussed earlier, your goal is to develop a sampling plan that returns questionnaires from 30 respondents. Exceptions based on the topic selected must be discussed with your mentor and, if needed, get the approval of the Academic Dean.

Your survey questionnaire should consist of three main areas:

- Demographic information.
- Questions designed to provide the statistics needed to accept or reject your null hypothesis.
- Open-ended questions for free-text input.

The demographic information should allow you a way to look for and evaluate variance in answers based on age, gender, education, income, national origin, etc. The demographic questions may be placed at either the beginning or the end of the questionnaire.

An excellent description of the techniques for constructing the questions can be found in your Marketing textbooks. For example, the Kotler and Kellar textbook has guidelines on question types in Table 4.1 (Kotler and Kellar, 2012, p. 127) and a list of “dos and don’ts” in question-wording (ibid., pg. 126).

In general, closed-end questions allow you to develop statistics to produce graphs and to conduct a test of your hypothesis. A seven-step Likert-type scale (strongly agree, agree, somewhat agree, neither agree nor disagree, somewhat disagree, disagree, and strongly disagree) is a common tool. Remember, however, that you need to consider that some questions may not apply to all of your survey participants. Ensure that you include a way for your respondents to skip questions that do not apply.

As a reminder, the questionnaire itself is included as an appendix to the thesis. A verbal and graphical analysis of the questions in the survey is included as an intermediate analysis.

### Type of Data Produced

Stevens (1946) proposed a classification measurement scheme using qualitative and quantitative data.

Nominal data is data which can be counted. In the survey, the number of men or women in the demographic data information can be counted, as can the number of respondents who selected one of the seven answers on a Likert-type scale.

Measure of central tendency: Mode.

Variability: Frequencies (percentage).

Graphical representation: Histogram (bar chart) or pie chart.

Analysis: Visual comparison.



Ordinal data is data that can be rank-ordered. In the survey, the relative number of respondents to each ranked question can be examined.

Measure of central tendency: Median or mode.

Variability: Percentiles.

Graphical representation: Five-number summary (box plot).

Analysis: Chi-square measure of association, Kendall Tau B, and Kendall Tau C.

Interval data is quantitative data on a fixed scale (e.g., IQ). In the survey, mathematical values can be applied to the seven points on the Likert scale (e.g., From strongly agree = 7 to strongly disagree = 1).

Measure of central tendency: Mode, median, and arithmetic mean.

Variability: Standard deviation.

Analysis: Rank-order correlation and product-moment correlation, ANOVA, t-test, regression.

Ratio data is based on a fixed zero-point (e.g., weight, height, and time).

Measure of central tendency: Geometric mean.

Variability: Range and standard deviation.

Analysis: Coefficient of variation.

### Analysis

The conclusions from the survey should follow the standard five steps in testing a hypothesis (Mason, Lind, and Marchal, 1986, p. 401):

Step 1. State the null and alternative hypothesis.

Step 2. Select a level of significance.

Step 3. Identify the test statistic.

Step 4. Formulate a decision rule.

Step 5. Arrive at a decision.

Step 1. State the null and alternative hypothesis.

Restate the null and alternative hypothesis stated earlier in the paper.

Step 2. Select a level of significance.

As noted by Mason, Lind, and Marchal (1986, p. 402), "traditionally, the 0.05 level is selected for consumer research projects, the 0.01 for quality assurance, and the 0.10 for political polling." Most thesis work at SBS should be conducted at the five percent level of significance.

Step 3. Identify the test statistic.

The type of data collected in your survey will determine the test statistic used.

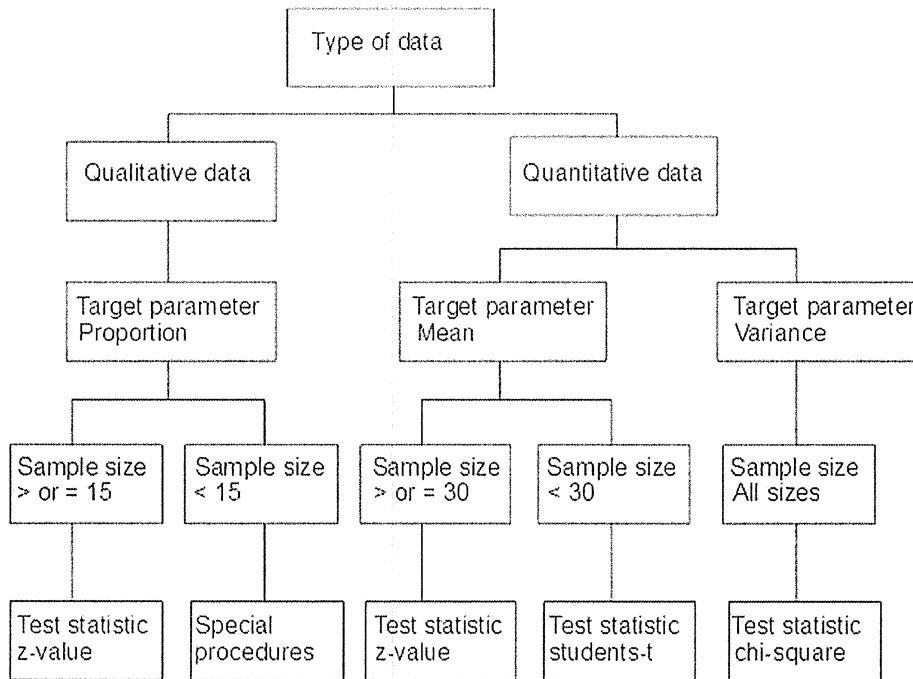


Fig. 6.1 Selection of a one-sample hypothesis test instrument. (McClave, Benson, & Sincich, 2008, p. 392)

A common problem in computing the z-value is that the population standard deviation ( $\Sigma$ ) is not known. If that is the case, substitute the sample standard deviation ( $\sigma$ ) in the computations.

A common problem in conducting surveys is that the sample is not representative of the population. In this case, non-parametric methods should be used, including Spearman's rank correlation coefficient, the chi-square test of goodness of fit, or the chi-square test for independence (Bowermann and O'Connell, 2007, Ch. 15 and 16).

For a summary of data types and methods, see the table at the end of this appendix.

Step 4. Formulate a decision rule.

"A decision rule is simply a statement of the conditions under which the null hypothesis is accepted or rejected." (Mason, 1986, p. 404) For the thesis, this means stating the critical value of dividing the region of acceptance from the region of rejection.

Step 5. Arrive at a decision.

Based on the decision rule, is the null hypothesis accepted or rejected?

Finally, discuss if there is the danger of a Type I error (rejecting the null hypothesis when it should have been accepted) or a Type II error (a false hypothesis has been accepted) using the  $p$ -value for your test statistic. In principle, the  $p$ -value "measures how likely it was that you would have gotten your sample results if the null hypothesis were true." (Rumsey, 2003, p. 224). Standards to be used:

if the  $p$ -value  $< 0.05$ , reject  $H_0$ .

if the  $p$ -value is  $> 0.05$ , you cannot reject  $H_0$ .

if the  $p$ -value is close to  $0.05$ , your data cannot be used to make a conclusion.

#### References

Bowermann, B., & O'Connell, R. (2007). *Business Statistics in Practice* (4<sup>th</sup> ed.). Boston: McGraw Hill.

Kotler, P., & Keller, K. (2012). *Marketing Management* (14<sup>th</sup> ed.). Boston: Pearson.

Mason, R., Lind, D., & Marchal, W. (1986). *Statistical Techniques in Business and Economics*. Homewood, Ill.: Irwin.

McClave, J., Benson, P., & Sincich, T. (2008). *Statistics for Business and Economics*. Upper Saddle River, N.J.: Pearson Education International.

Rumsey, D. (2003). *Statistics for Dummies*. Indianapolis: Wiley Publishing.

Stevens, S.S. (1946). On a Theory of Scales of Measurement. *Science*, 103 (2648). Retrieved from [http://www.mpopa.ro/statistica\\_licenta/Stevens\\_Measurement.pdf](http://www.mpopa.ro/statistica_licenta/Stevens_Measurement.pdf)

## Analysis Tools by Data Type

### Discrete data

Nominal data - Arbitrary numbers that represent categories.

Characteristics: A scale that measures in terms of names or designations of discrete units or categories.

Example: Gender, religion, marital status.

Analysis statistics: Mode, percentages, frequency distribution, chi-square.

Graphical portrayal: Bar charts, pie charts, ogives.

Ordinal data - Ranked order of data

Characteristics: A scale that measures in terms of such values as more or less, smaller or larger, but without specifying the size of the intervals.

Example: Socio-economic status, Likert scales.

Analysis statistics: Mode, percentage, chi-square, median, percentile, correlation.

### Continuous data

Interval data - Real numbers

Characteristics: A scale that measures in terms of equal intervals or degrees of difference but whose zero point or point of beginning is arbitrarily established.

Example: Temperature, heights, weights, prices.

Analysis statistics: Mode, median, mean, standard deviation, t-test, F-test, product-moment correlation.

Graphical portrayal: Histogram for a single set of data, scatter diagram to show the relationship between two variables, frequency polygon for time series.

Ratio data

Characteristics: A scale that measures in terms of equal intervals and an absolute zero point of origin.

Example: Age, weight.

Analysis statistics: Mode, median, mean, variation.

## Appendix 7 Thesis Grading

**Final grade components.** The final grade for the thesis is determined by the defense committee (BA State Qualification Committee jointly with SBS) following the oral defense. The grade is based on the form and content of the written document, and the form and content of the oral defense. The grade of the Reviewer from the side of BA School of Business and Finance is considered one of the defense committees' (State Qualification Committee) members' grades. SBS Swiss Business School representatives/ reviewers follow the grading principle: 70% Written document (consisting of 45% Applied knowledge (thesis content), 25% Writing and formatting), 20% Presentation, and 10% Mentor input. BA School of Business and Finance Reviewers apply the current version of the review template developed by the BA Cathedra of Economics and Finance.

An analysis of the applied knowledge in the thesis looks at the applicability of the topic to the business world. Factors considered include the development of the problem statement, the formulation of the hypothesis statements, the quality of the primary and secondary research, the analysis of that research, and the validity of the conclusions reached.

The evaluation of the writing in the document looks at formatting, grammar, spelling, and punctuation. A key element is also proper citation techniques and the reference list format.

The presentation portion of the final grade is based on the quality and organization of the presentation slides and on personal presentation skills, including posture, voice, movement, and eye contact.

The defense committee president is provided written input from the mentor. Mentor input considers the development of the research proposal, an evaluation of the writing process, and an evaluation of the final written product.

The current assessment rubric is included on the next page.

**Thesis Scoring Evaluation Rubric (applied by SBS Swiss Business School representative/ reviewers)**

<b>APPLIED KNOWLEDGE</b>		
<b>Criteria</b>	<b>Points Possible</b>	<b>Points Awarded</b>
Critical Thinking/Decision-Making	15	
Strategy Formulation	10	
Ethical and Social Responsibility	5	
Management Theory Application	5	
Managing Technologies	5	
Diversity in Communications	5	
<b>Sub-Total</b>	<b>45</b>	

<b>WRITTEN ASSIGNMENT</b>		
<b>Criteria</b>	<b>Points Possible</b>	<b>Points Awarded</b>
Organizational Skills	5	
Communication Skills	5	
Grammatical Skills	5	
Research Integration	5	
Strong Argument and Defense	5	
<b>Sub-Total</b>	<b>25</b>	

<b>PRESENTATION</b>		
<b>Criteria</b>	<b>Points Possible</b>	<b>Points Awarded</b>
Articulation Abilities	5	
Persuasiveness Skills	5	
Problem-Solving	5	
Quality of Presentation Materials	5	
<b>Sub-Total</b>	<b>20</b>	

<b>MENTOR INTERACTION</b>		
<b>Criteria</b>	<b>Points Possible</b>	<b>Points Awarded</b>
Interpersonal Skills	10	
<b>Sub-Total</b>	<b>10</b>	

<b>TOTAL SCORE</b>		
<b>Criteria</b>	<b>Points Possible</b>	<b>Points Awarded</b>
Applied Knowledge	45	
Written Assignment	25	
Presentations	20	
Teamwork	10	
<b>TOTAL POINTS</b>	<b>100</b>	

Appendix 8  
**Thesis Preparation Milestones**

- Determine the topic of interest.
- Initial contact with the mentor to determine:
  - Topic definition
  - Hypothesis statements
  - Proposed thesis title
- Submit the thesis approval form (see Appendix 9) to the Program Manager
- Once the approval form has been returned, develop an initial outline (see Appendix 3)
- Conduct secondary research.
  - Mentor review, as required
- Conduct primary research
  - Mentor review, as required
- Write thesis
  - Mentor review, as required
- Submit the finished thesis for plagiarism review to the Program Manager
- Once approved, print, bind, and submit the finished thesis
  - Requires student and mentor signatures
- Prepare defense presentation (see format on Page 10)
- Thesis defense

## BACHELOR THESIS PROPOSAL APPROVAL FORM

Student Name: \_\_\_\_\_

Proposed Thesis Title in Latvian and English languages:

\_\_\_\_\_

Proposed Hypothesis Statements:

H<sub>0</sub> Statement

\_\_\_\_\_

\_\_\_\_\_

H<sub>a</sub> Statement

\_\_\_\_\_

I understand that I must follow the BA/SBS thesis guidelines during the writing and presentation of this project. Further, should I change either the thesis topic, hypothesis statement or mentor, I must obtain the permission of the SBS Academic Dean and BA Program Director.

\_\_\_\_\_

Date

\_\_\_\_\_

Signature of Student

Mentor Name: \_\_\_\_\_

I agree to mentor the above-named student during the thesis writing process, including:

- Review of a thesis outline.
- Interim reviews as required.
- Review of the final draft of the complete project, including adherence to BA/SBS format, plagiarism, and footnoting guidance as specified in the current thesis guidance.

\_\_\_\_\_

Date

\_\_\_\_\_

Signature of Mentor

*NOTE TO STUDENT: Turn this completed document into your Program Director.*

Approved: \_\_\_\_\_

Disapproved: \_\_\_\_\_

\_\_\_\_\_

Date

\_\_\_\_\_

Signatures of SBS Dean/ BA Director



## MASTER THESIS PROPOSAL APPROVAL FORM

Student Name: \_\_\_\_\_

Proposed Thesis Title in Latvian and English languages:

\_\_\_\_\_

Proposed Hypothesis Statements:

H<sub>0</sub> Statement

\_\_\_\_\_

\_\_\_\_\_

H<sub>a</sub> Statement

\_\_\_\_\_

\_\_\_\_\_

I understand that I must follow the BA/SBS thesis guidelines during the writing and presentation of this project. Further, should I change either the thesis topic, hypothesis statement, or mentor, I must obtain the permission of the SBS Academic Dean and BA Program Director.

\_\_\_\_\_

Date

\_\_\_\_\_

Signature of Student

Mentor Name: \_\_\_\_\_

I agree to mentor the above-named student during the thesis writing process, including:

- Review of a thesis outline.
- Interim reviews as required.
- Review of the final draft of the complete project, including adherence to BA/SBS format, plagiarism, and footnoting guidance as specified in the current thesis guidance.

\_\_\_\_\_

Date

\_\_\_\_\_

Signature of Mentor

*NOTE TO STUDENT: Turn this completed document into your Program Director.*

Approved: \_\_\_\_\_

Disapproved: \_\_\_\_\_

\_\_\_\_\_

Date

\_\_\_\_\_

Signatures of SBS Dean/ BA Director