**Citation Style Guide**

Please use the [7th version of the citation style of the American Psychological Association](https://apastyle.apa.org/style-grammar-guidelines). In order to give you an insight how to cite appropriately in your thesis, the following lines serve as an orientation guideline of the citation system. Adhering to the subsequent citation rules is vital to craft a successful and adequate paper. For clarification purposes several examples referring journal articles, conference papers, dissertations etcetera are shown in the further procedure.

Please use a citation management software to maintain and manage the citations in the document. For example the software [Mendeley](https://www.mendeley.com/reference-management/reference-manager) is free of charge, but any other citation management software is fine.

# Indirect Citations at the end of a sentence

If you write a statement or argument in your paper which is based on the idea or result from another author, you will have to state the author at the end of the sentence. The style of a reference to other scientific work is often not dependent on the type of publication, but rather determined by the number of authors.

#### One author

The option to defer market entry and to wait until market uncertainty has been resolved can be valuable but risky (Fichman, 2004).

#### Two authors

Alignment bundles IT with other resources in a way that promotes consideration of how existing resources can be stretched to enhance current performance or how they can be used in new ways to prepare for change or to react to change (Soh & Markus, 1995).

#### More than two authors

Agility can improve performance by expanding a firm’s repertoire of competitive actions and the nature of its feasible responses to environmental change (Lewis, Agarwal, & Sambamurthy, 2003).

Note: If you use the above resource multiple times in your document, make sure that the first reference contains every author’s name. Any following references should be shown in a shortened version naming the first author followed by “et al.”, an example could be: Agility can improve performance by expanding a firm’s repertoire of competitive actions and the nature of its feasible responses to environmental change (Lewis et al., 2003).

# (Indirect) Inline citation style

If you highlight a result or an idea of some other authors, you can also use inline citations. Make sure that the reference is positioned close to the actual idea of the author(s).

#### One author

Tallon (2008) reports also that the primary locus of alignment within the firm (the process where alignment is highest) varies based on differences in strategic foci and so alignment is rarely the same in any two firms.

#### Two authors

Based on the results of our pilot study and comments from a panel of three IS academics, we adapted 12 of the 20 survey items used by Byrd and Turner (2000) to assess IT infrastructure flexibility: four items per construct.

#### More than two authors

As noted by Chin et al. (1996), moderation can then be modeled using a main and interaction effect; the main effect linking IT flexibility to agility need not be interpreted directly.

# Direct Citations

In addition, for direct citations for which you cite a complete thought you have to indicate this by using quotation marks. For those cases you also have to specify page numbers. These rules must be applied, no matter what you cite (e.g. journals, conferences, books, and websites). The style for direct citations is demonstrated by the following examples:

#### Direct citation of entire sentences

"The recipe comprises necessary conditions and probabilistic processes in the following sequence: organizations spend on IT and, subject to the varying degrees of effectiveness during the IT management process, obtain IT assets. […] Favorable IT impacts, if not adversely affected during the competitive process, lead to improved organizational performance." (Soh & Markus 1995, p. 39).

Note: With “[…]” you highlight that you left out information originally contained in the citation but less relevant for your thesis. The meaning must not be changed by using this technique.

#### Direct citation of single information in a sentence

The improvement of organizational performance can be achieved by creating “favorable IT impacts” (Soh & Markus 1995, p. 39).