

---

MASTER OF SCIENCE  
IN  
BUSINESS ADMINISTRATION

---

SCHOOL OF BUSINESS, MANAGEMENT  
AND SOCIAL SCIENCES  
UNIVERSITY OF TWENTE

---

---

MSC BA THESIS MANUAL 2015-  
2016 (194100040)

---

Note: this manual is only for UT MSc BA students involved in the double diploma with TU Berlin or Lappeenranta University of Technology; for those who started their master courses in the academic year 2014-2015 (February 2015 or before); and for those who in light of the transitional arrangements described in the TER 2015-2016 have agreed with MSc BA programme management in their Individual Learning Agreement that they should follow the 5 EC Master Class course 201400018 combined with the 25 EC Master Thesis. All other students are referred to the Thesis Manual associated with the course codes 201500101 and 201500102.

## CONTENTS

---

1	Introduction.....	1
1.1	Objectives.....	1
1.2	Pre-requisites.....	2
2	Thesis Project & Supervision.....	3
2.1	Thesis project.....	3
2.1.1	Types of projects.....	3
2.1.2	Finding a project.....	4
2.2	Supervision.....	4
2.2.1	Internal supervisor.....	5
2.2.2	External supervisor.....	6
3	Thesis Formalities.....	7
3.1	Blackboard.....	7
3.2	Registering for the Master Thesis.....	7
4	Thesis Phases.....	8
4.1	Phase 1: Preparation.....	8
4.2	Phase 2: Implementation.....	8
4.3	Phase 3: Completion.....	9
4.4	Phase 4: Colloquium.....	10
5	Other Guidelines.....	11
6	Assessment.....	12
7	Miscellaneous items.....	13
7.1	Confidentiality.....	13
7.2	Cost reimbursement.....	13
7.3	Plagiarism.....	13
8	Time-line.....	13
	Appendix A.....	15
	Appendix B.....	3

Appendix C.....5  
Appendix D .....6

# 1 INTRODUCTION

---

The purpose of this manual is to guide MSc business administration graduating students towards a successful and timely completion. Please note that due to the new MScBA thesis structure which is implemented in the academic year 2015-2016, as indicated on the title page, this manual is only for UT MSc BA students involved in the double diploma with TU Berlin or Lappeenranta University of Technology; for those who started their master courses in the academic year 2014-2015 (February 2015 or before); and for those who in light of the transitional arrangements described in the TER 2015-2016 have agreed in their Individual Learning Agreement that they should follow the 5 EC Master Class course 201400018 combined with the 25 EC Master Thesis. All other students are referred to the Thesis Manual associated with the course codes 201500101 and 201500102.

This manual lists the prerequisites and objectives of the MScBA master thesis. It describes the process of selecting a thesis project, the structure and organisation of the thesis, different types of theses, various steps to be followed in research methodology (i.e. formulating a problem statement, selecting a research design, etc.) and the process of supervision. The thesis assessment procedure is also explained in the Manual as well as the process involved with oral presentation, defence and the award of the diploma.

## 1.1 OBJECTIVES

---

In completing the Master thesis, the student shows that (s)he is able to:

- independently analyse a research problem in the field of Business Administration;
- demonstrate in-depth knowledge by applying advanced level of theory and integrating it with cutting-edge developments;
- use scientific sources in a systematic and critical way to develop own research framework;
- plan and manage his or her own learning process; and
- communicate with supervisors and colleagues in timely and well-prepared way.

To this end, the student independently develops and implements a research- and/or design-oriented project fitting with the expertise and research interests of the chair/research group to which his/her supervisor belongs. Roughly speaking, the MScBA thesis assignments fall within the sphere of one of the eight MScBA 'high tech, human touch' profiles: Financial Management, HRM; Purchasing and Supply Management; Marketing and Strategy; innovation and Technology Management; Innovative Entrepreneurship and Business Development; Business Information Management; and Change Management. The thesis should be completed within the time permitted. The student justifies the models, theories, methodology and techniques used, as well as the research/design process; and analyses the work s/he undertook. On completion, the student is expected to hold a public colloquium in which the findings of the thesis project are presented and defended.

**Please note:** the time permitted to finalise the master's project is indicated in the MScBA program specific part of the Teaching & Examination Regulations 2015-2016 (see article 6b, page 15, [www.utwente.nl/bms/examboard/general/regulations/master/opleidingspecifieke-bijlage-ba-2015-2016.pdf](http://www.utwente.nl/bms/examboard/general/regulations/master/opleidingspecifieke-bijlage-ba-2015-2016.pdf)) as follows: the number of ECs multiplied by 28 hours, translated to working weeks. This means roughly speaking and if the 5 EC of the master class course is included, that the nominal duration is 21 weeks. Extra time may be allocated up to 50%. If the master thesis project is not finalised within 30 weeks from the start date, according to the TER, the programme director may terminate the project. In the academic year 2015-2016 two

graduation ceremonies will be organized to mark this deadline which will be strictly monitored (in week 13, 2016 for students starting in September and week 35, 2016 for students starting in February)!

## 1.2 PRE-REQUISITES

---

Students may begin to work on the Master thesis when they have completed at least 20 ECs of master's courses as indicated in the program specific part of the Teaching and Examination courses. We do however recommend to start only after finalising all 30 EC courses, including the profile specific courses. Additionally, the student should be enrolled for the 'Masterclass BA' (201400018) course and finalise this during the first phase of the master thesis trajectory.

## 2 THESIS PROJECT & SUPERVISION

---

### 2.1 THESIS PROJECT

---

A thesis project is appropriate for MScBA when it can be positively assessed in terms of:

- academic relevance / master level;
- relevance to the student's master programme and profile courses/ supervisor's research group expertise;
- practical relevance and empirical part;
- scientific level;
- research / design component;
- project's scope / potential to complete it independently and on time.

---

#### 2.1.1 TYPES OF PROJECTS

---

Before a student can start a thesis project, s/he must think of the type of project s/he would like to select. The majority of the UT MScBA thesis projects are external projects, i.e. they are carried out within a company (in the Netherlands or abroad) or at least involves data gathering in practice in cooperation with a group of companies/other external organizations. It is also possible to work from within the Faculty of Business, Management and Social Studies but also in those cases of an *internal* project, a solid empirical part is a must.

##### Internal project

These projects are commissioned by the staff of one of the profile related departments (NIKOS, F&A, HRM, TMS, IEBIS, OSCM) and are completed on-campus. The project involves performing scientific research on an academic / real-life issue relevant to the Master programme/profile. It is also possible that a student suggests a research project of his own to an academic staff. The advantage of an internal project is that the student is fully in control of its implementation and can relatively easily adhere to the scientific quality as demanded by the supervisors. A solid empirical part is a must (think about case studies involving multiple companies, surveys, interviews ...)

##### External project

This type of project is the most common and recommended, and would be commissioned by a national / international company / organisation. It is completed off-campus. In addition to the university supervisors, external projects involve an external (i.e. company-based) supervisor. It is crucial to make explicit arrangements with the external supervisor and the university supervisor regarding the scientific quality of the thesis project and the on-company facilities to be received by the student.

##### International project

These are also external projects, but are completed abroad. It is obvious that completing an international research project involves more complexity and takes more time to complete than working on a project in the Netherlands. Students should bear in mind that in his role as project owner, he is in charge of the project's implementation. The student must realise the importance of proper communication with his university supervisors to guarantee the progress and the quality of the thesis. Students involved in the double diploma arrangements with TU Berlin and Lappeenranta will most often carry out an international project and have joint supervisors from

both universities. The coordinators of these double diploma agreements are available for more information.

In addition to the usual guidelines for research projects completed in the Netherlands, the following apply especially to international projects:

- Preparations should begin well in advance prior to leaving the Netherlands, esp. when going to a non EU country and/or when VISA etc are needed.
- The student finds a project in consultation with the university supervisor.
- As an international project entails additional preparations, the student must complete the relevant preparations prior to leaving the country.
- The problem statement and a plan of approach must be approved by the supervisors prior to leaving the country.

For additional information about preparing for an international project and living abroad, please refer to the information about studying abroad (*Studeren in het Buitenland*) available on the faculty website.

---

### 2.1.2 FINDING A PROJECT

---

Thesis topics should fall within the research expertise of the BMS academic staff and their specialisation. In principle within the indicated profile domains (see 2.2).

In all circumstances, a student needs one qualified academic staff member with whom s/he can discuss the development of the thesis project idea and who can give the written approval required at the actual start of the project. Students are encouraged to take their own initiative towards developing their own thesis project in accordance with the supervisor's and/or his/her departments research interests and expertise. For example, the student can contact an (international) company of their liking and inquire for any thesis assignment. They can also look for an external project via personal / professional network. Research groups/ individual supervisors also define their own projects, often in collaboration with companies for which a student may apply. Looking for available projects on the Blackboardsite of the Masterthesis (194100040)

Each student should independently complete his/her own research project. If the large scope of an available research project is a reason to deviate from this norm and there is a need to adopt a different arrangement, different arrangement may be made. However, the student should always individually write a thesis about his/her part of the work. In case of working with more than one student on a larger project, always make sure to formulate identifiable projects in accordance with the supervisor. Consult the relevant part of the TER (Article 1a of the programme specific appendix of the Teaching and Examination Regulations) and contact the master program coordinator or supervisor for confirmation of the approach.

---

## 2.2 SUPERVISION

---

As indicated before, any student planning to start writing a master thesis should first of all take contact with a the profile coordinator of the profile that is most related to his/her field of interest/the subject of the thesis. They will help you find supervisors for your project. Each profile has a brochure introducing staff members involved and courses taught/research interests listed. Please visit the webpages of NIKOS ([www.utwente.nl/bms/nikos](http://www.utwente.nl/bms/nikos)), F&A ([www.utwente.nl/bms/fa](http://www.utwente.nl/bms/fa)), OSCM ([www.utwente.nl/bms/cmob](http://www.utwente.nl/bms/cmob)), IEBIS ([www.utwente.nl/bms/iebis](http://www.utwente.nl/bms/iebis)) and TMS ([www.utwente.nl/bms/tms](http://www.utwente.nl/bms/tms)) for these.

List of profile-coordinators:

<b>Profile</b>	<b>Coordinator</b>	<b>Email</b>
(Business) Information Management	Spil, dr.ir. A.A.M. Wijnhoven, dr. A.B.J.M.	<a href="mailto:a.a.m.spil@utwente.nl">a.a.m.spil@utwente.nl</a> <a href="mailto:a.b.j.m.wijnhoven@utwente.nl">a.b.j.m.wijnhoven@utwente.nl</a>
Financial Management	Kabir, prof.dr. M.R.	<a href="mailto:r.kabir@utwente.nl">r.kabir@utwente.nl</a>
(Service and) Change Management	Wilderom, prof.dr. C.P.M.	<a href="mailto:c.p.m.wilderom@utwente.nl">c.p.m.wilderom@utwente.nl</a>
Innovation & Entrepreneurship: <i>Innovative entrepreneurship &amp; Business development</i>	Ehrenhard, Dr. M.L.	<a href="mailto:m.l.ehrenhard@utwente.nl">m.l.ehrenhard@utwente.nl</a>
<i>Innovation and Technology Management</i>	Hofman, Dr.ir. E.	<a href="mailto:e.hofman@utwente.nl">e.hofman@utwente.nl</a>
Purchasing and Supply Management	Schiele, prof.dr. H. Telgen, prof.dr. J.	<a href="mailto:H.Schiele@utwente.nl">H.Schiele@utwente.nl</a> <a href="mailto:j.telgen@utwente.nl">j.telgen@utwente.nl</a>
Human Resource Management	Bondarouk, prof.dr. T.	<a href="mailto:t.bondarouk@utwente.nl">t.bondarouk@utwente.nl</a>
Marketing & Strategy	Constantinides, Dr. E.	<a href="mailto:e.constantinides@utwente.nl">e.constantinides@utwente.nl</a>

---

### 2.2.1 INTERNAL SUPERVISOR

---

Each student receives supervision from two UT staff whose responsibility is to give academic advice to write a good thesis. The 1st supervisor (also known as the lead supervisor) is a qualified academic staff related to the BSc or MSc program Business Administration and who is considered as an expert in the field chosen for the master thesis. The student initially discusses all aspects of the thesis project with the lead supervisor. The frequency of contacts, form of meetings and method of working are matters for the student to arrange between himself and the supervisor. It is expected that the student takes the lead in making agreements with regard to such issues. A student can expect at least 24 hours of supervision from the 1<sup>st</sup> (lead) supervisor and at least 6 hours of supervision from the 2<sup>nd</sup> supervisor. These hours include supervisors' reading time of all drafts during the research project and the presentation & defence of the final thesis.

In case of major problems or unsatisfactory performance by the student or the supervisors during the project, the programme director will decide on the continuation of the project. The student can contest the programme director's decision by lodging an objection with the Examination Board. Should the student, in spite of a demonstrably adequate level and quality of the supervision received, not succeed in completing the final thesis within the agreed period of

time with the supervisors, he will be granted extra time to do so. The extra time to be granted will be bound by a limit of 50% of the maximum duration of the project as indicated (TER, Programme Specific Appendix article 6b). The project's supervisors will give clear indications of the elements of the student's work that need to be remediated and the lines along which this may be done. The programme director will terminate the Master's project if, after the extra time conceded, the student has not yet successfully completed the final thesis or no 'green light' has been given by the supervisors for the colloquium that rounds off the project.

---

### 2.2.2 EXTERNAL SUPERVISOR

---

When working on an external thesis project in a company/organization, it is essential that the student has a point of contact at the company / organization who acts as an external supervisor. This supervisor must have sufficient knowledge and experience to supervise the MSc student in the research project.

The external supervisor serves as:

- A 'sparring partner' with regard to project content;
- A source of information with regard to project implementation;
- An organisational gatekeeper in so far as relevant to project implementation;
- A process supervisor during project implementation;
- An adviser with regard to the assessment of the project results, the thesis and the student's performance.

Although the external supervisor is involved in the project's successful implementation, only the internal supervisors grade the Master thesis.

## 3 THESIS FORMALITIES

---

### 3.1 BLACKBOARD

---

After completing the Masterclass, student can start their thesis project. When students enroll in Osiris for the thesis project (194100040) they will have access to the Thesis Blackboard page.

Many important information is available on the Blackboard. For example:

- Available thesis projects: Students may respond to the advertisements of potentially interesting assignments. If more than one student responds to a single assignment, a selection process will be used to determine who will be assigned to the project. The internal supervisor involved will draft a shortlist of candidates based on the expected qualifications. The project initiator will then make the definitive choice.
- The link to the Student Mobility System (SMS)
- Master Thesis Manual
- Colloquium application forms
- Evaluation forms
- Overview of important contacts

Information and tips according to the research process and writing your thesis is placed on the Masterclass Blackboard page.

### 3.2 REGISTERING FOR THE MASTER THESIS

---

Once the lead supervisor accepts the thesis proposal, the student must register by completing the 'Master Thesis Project Form'. The required information must be entered within the web application: Student Mobility System (SMS).

- ✓ Go to [webapps.utwente.nl](http://webapps.utwente.nl) and log-in to your ICT account.
- ✓ Click the student tab on the right top of de webpage.
- ✓ Click on SMS

You need to fill in two forms; the Thesis Assignment form and the Notification form.

You should print the Assignment form because both you and your lead supervisor from the University need to sign it. You should then hand the form in at the Educational Affairs Office (BOZ). Using the information provided, BOZ (Ms. Wandt) determines whether the student has satisfied all pre-requisites. If so, the Office will send the student (and the supervisor) a statement of agreement to start working on the thesis project.

## 4 THESIS PHASES

---

As a manager of the master thesis project, the student is responsible for successful completion of the thesis within the stipulated time. The list of all activities associated with the thesis can be categorized under four distinct phases: preparation, implementation, completion and colloquium. These phases are described below.

### 4.1 PHASE 1: PREPARATION

---

*This preparation phase is part of the Masterclass.*

This phase starts when an initial meeting is held with the lead supervisor. At this meeting, the following topics are discussed:

- The student's ideas regarding the thesis project and the research/design topic
- The student's work plan
- The plan for supervisory meetings
- The assessment method

Addressing these issues satisfactorily would allow a student to gain a better understanding of all activities required towards the completion of the thesis. In this preparatory phase, the student's aim is to identify and outline a research problem. Identifying an academically challenging problem demands thorough research and careful thought. The student should also establish personal learning objectives and how these will be achieved. During this phase, the student will gather relevant information, perform a literature search and formulate – by means of an iterative process and under the guidance of the supervisor – a research plan. The student is also responsible for managing the process, including its form and content. Phase 1 is completed once the lead supervisor approves the problem statement and the plan of approaching the research problem.

*If, during Phase 1, the student or the supervisors observe any serious quality or progress impediments, which for whatever reason could jeopardise completion of the project, the student and/or supervisors may call on the programme director to assess the progress (or lack thereof), taking into consideration the interests of those involved (i.e. the student and the project initiator). Consultation with the study advisor beforehand is then a necessity.*

*Deliverables: Research Proposal (is graded as part of the Masterclass)*

### 4.2 PHASE 2: IMPLEMENTATION

---

The plan of approach guides the implementation and completion of the thesis project. The student operationalises the key research/design concepts and the manner in which these will be analysed / measured. The plan specifies the methodology to be used for the research / design project as well as the data collection procedure. The student remains solely responsible for implementing the plan of approach. During this phase, two assessment milestones are used: (i) halfway through the implementation phase, the student and the lead supervisor evaluate project quality and progress; and (ii) towards the end of the implementation phase, both supervisors agree on near completion of the project. Students are recommended to take notes of all relevant information throughout the implementation phase.

This includes:

- Work/activities completed
- Sources of information consulted
- Problems/difficulties experienced
- Decisions taken
- Project schedule adjustments
- Explanation/justification of decisions taken and project schedule adjustments
- Thoughts with regard to the learning objectives.

The student can refer to the recorded information during supervisory meetings and in writing the thesis. The supervisory meetings will focus on:

- thesis progress;
- thoughts with regard to the work/activities completed;
- quality of the work/activities completed; and
- feasibility of completing the Thesis project.

In Appendix D some useful links and references are listed.

*If, during Phase 2, the student or the supervisors observe any serious quality or progress impediments, which for whatever reason could jeopardise completion of the project, the student and/or supervisors may call on the programme director to assess the progress (or lack thereof), taking into consideration the interests of those involved (i.e. the student and the project initiator). Consultation with the study advisor beforehand is then a necessity.*

*Deliverables: Green light version of thesis*

### 4.3 PHASE 3: COMPLETION

---

In this third phase, the student focuses on the analysis of the information/data obtained or the validation of the design, and the conclusions that can be drawn from this analysis / validation. Depending on the type of problem analyses, alternatives may be formulated, discussed and possibly implemented, or recommendations to do so may be put forward. The student finishes writing the thesis manuscript and submits it to the lead supervisor. Once the lead supervisor is satisfied with the manuscript, the student contacts both supervisors for scheduling a provisional assessment of the thesis (known as “green light” meeting). The student submits the draft thesis to both supervisors at least **five working days** prior to the assessment meeting. The internal supervisors then assess the thesis manuscript, and if applicable, take into consideration any recommendations from the external supervisor. During the assessment meeting, the supervisors can award a provisional pass/fail mark for the thesis, indicating the changes required to be awarded a pass mark (if the thesis has been awarded a fail mark) or the changes required to increase the quality of the thesis (if the thesis can get a pass mark).

Only after the manuscript is approved at the assessment meeting, the student can start preparing the definitive version of the master thesis. The student contacts the Educational Affairs Office (BOZ) for holding the colloquium (i.e. oral presentation and defence). As part of the registration process, the student must submit a form with the thesis title/abstract for approval by the supervisors and for public announcement on the educational portal (described in next phase).

Additionally we ask the student complete the digital evaluation form for the master thesis (see link on Master Thesis BA Blackboard:

[www.utwente.nl/ba/master/thesis-and-graduation/evaluation-final-project](http://www.utwente.nl/ba/master/thesis-and-graduation/evaluation-final-project)) and hand in a hard-copy of this digital completed evaluation at BOZ together with the colloquium announcement. The

student's experiences with the graduation assignment provide important information for us and can be used to improve the graduation procedure and with this, the quality of the overall programme.

*Deliverables: Definitive thesis version, completed evaluation form*

#### 4.4 PHASE 4: COLLOQUIUM

---

A colloquium for oral presentation and defence can only take place once the MSc student has successfully completed all courses<sup>1</sup>, registered in SMS and obtained approval of the thesis from the supervisors (green light). When these requirements are met, the student can submit the form 'Colloquium Announcement' (Appendix A) and a printed version of the digitally completed thesis evaluation form, to the Educational Affairs Office (BOZ).

The colloquium may take place **15 working days** after the assessment meeting ('green light' meeting). In consultation with the two internal supervisors who form the graduation committee and the Educational Affairs Office, the student schedules the date, time and location of the colloquium. Family, friends and external supervisors are welcome to attend the colloquium.

During the colloquium, the student presents the results of the Master thesis project and – by responding to questions posed by the supervisors or others in the audience – defends her work. The colloquium should last no longer than one hour. It consists of two parts: presentation of the thesis (about 20-25 minutes); questions & answers from the committee / audience (about 20-25 minutes). After the colloquium, the examiners jointly grade the thesis and announce it. The MSc diploma and a provisional list of marks are then presented to the student. The definitive list of marks and a supplement are sent to the student's home address several days after the colloquium.

---

<sup>1</sup> It is the student's responsibility to complete all Master's subjects on time.

## 5 OTHER GUIDELINES

---

The graduating student must send to each member of the graduation committee the final version of the thesis **in hard-copy and bounded** no less than **ten working days** prior to the colloquium. At the same time, the student also needs to upload the thesis on the website <http://essay.utwente.nl/>. Only when the student has uploaded the thesis he will receive the diploma supplement.

The layout of the thesis should be as follows:

- (i) Title page
- (ii) Acknowledgements (optional)
- (iii) Abstract
- (iv) Table of Contents
- (v) Main Text
- (vi) Summary and Conclusions
- (vii) Appendices (optional)
- (viii) Reference list

The title page will contain the title, MSc in Business Administration, student name, and date. The main arguments and conclusions of the thesis should be presented in an abstract preferably in a single page. The table of contents should include a list of chapter numbers/titles, section numbers/titles and page numbers. The main text of the thesis should be divided into chapters and sections / sub-sections as appropriate. In the final chapter, it is useful to present the summary / implications of thesis findings, discuss the main conclusions, and mention the importance, relevance & limitations of the study. Each table and figure should have a concise descriptive title above, and notes or source, where relevant, below. The use of appendices is optional; if used, these can either be grouped together at the end of the main text or included at the end of each relevant chapter within the main text. The reference list should include all works specifically referenced within the text; should be presented alphabetically by author; and should contain the following details: name of author(s), title of publication, publisher/source, date of publication, volume number and page numbers. Whatever reference style is chosen, it should be followed consistently. The length of the thesis depends on the subject and the research approach and is determined in consultation with the supervisors. The thesis is judged by the quality of academic merit and intellectual content (Appendix B).

## 6 ASSESSMENT

---

The graduation committee consisting of internal supervisors base their assessment of the Master thesis on several criteria (Appendix B).

- Research question
- Literature review & Theoretical framework
- Research method / design
- Data collection and analysis / Validation of the design
- Conclusions & recommendations / Contribution to theory & practice
- Writing structure and style
- Independence and professional skills
- Oral presentation and defence

These criteria are not equally-weighted. The quality of the content of the thesis and the contribution of the research / design to the relevant academic field weigh more heavily than student's performance at the oral presentation & defence. The student must earn at least a 6 for the thesis. This is an individual assessment.

## 7 MISCELLANEOUS ITEMS

---

### 7.1 CONFIDENTIALITY

---

The Master thesis is a public document. It is only by way of exception that a thesis can be declared “confidential”. A written request for confidentiality must be submitted by the student after obtaining the approval (i.e. signature) of the 1<sup>st</sup> supervisor to the Examination Board which then takes the final decision (Appendix C). The Examination Board can also decide whether the thesis or only a part of it contain confidential elements. A thesis that receives the label “confidential” is not freely accessible. But, in that case, an additional public version of the thesis must be submitted which would be freely accessible. A graduating student will not receive the diploma supplements until the public version of the thesis is uploaded.

### 7.2 COST REIMBURSEMENT

---

The School or the University does not reimburse any thesis related costs – domestic or international – incurred by a student. It is necessary that students arrange sufficient insurance coverage for any unexpected event. The University of Twente provides collective free (international) travel insurance. For more information about this or to arrange coverage under this policy, please contact the Financial and Economic Affairs Office.

### 7.3 PLAGIARISM

---

Plagiarism occurs when a person uses the work, idea or expression (printed, electronic or handwritten) of others as though it were his/her own work. It is considered as a form of cheating. A good academic practice is not to present another person’s work without giving due acknowledgment. The thesis therefore must represent the student’s own effort and his own work. If a thesis found to contain plagiarism, it will result in severe punishment. The Teaching and Examination Regulations provides more information on the sanctions to be applied (see Appendix of TER, page 33-34). If you are in any doubt about what constitutes plagiarism, or how to properly acknowledge a source, you should consult your supervisor or the track coordinator. You may know more about plagiarism and ways of avoiding from the website: <http://en.wikipedia.org/wiki/Plagiarism>.

Students should be aware that we can use plagiarism detection software to determine if plagiarism is likely to be present in a thesis, though other means of plagiarism detection may also be used.

As the master thesis is an academic research project, also other scientific integrity issues are relevant and apply. The University of Twente subscribes to the guidelines for scientific integrity as specified in the Netherlands Code of Conduct for Academic Practice, the European code of conduct and the Singapore statement on research integrity are also relevant. IN addition, we draw attention to the advice of the Royal Netherlands Academy of arts and sciences on providing proper citation (in Dutch) and the worldwide guidelines and codes of conduct on all aspects of publication ethics established by the committee on publication ethics (COPE).

## 8 TIME-LINE

---

This time-line provides an ideal path of major activities related to the writing of the thesis.

It can vary across students and thesis projects.

Week	Activity	Description of the work
-8	Searching for a thesis topic	Check Blackboard (Master Thesis BA) / Contact the track coordinator about available thesis projects / the topics of your interest / getting a supervisor
1	Meeting with the 1 <sup>st</sup> supervisor ( <b>± ½ hour</b> )	Getting acquainted, discussing thesis topic, literature and the formalities
2	Phase 1 (part of Masterclass) Preparation	Formulating the research/design problem and elaborating a plan of approach
2	Registration	Enter information (SMS application) on UT portal. Hand in the printed and signed form
Studying the scientific literature		
6	Meeting with the 1 <sup>st</sup> supervisor ( <b>±1 hour</b> )	Discussing progress (literature review, theoretical framework and research method / design)
7	Phase 2: Implementation	Execution of research (data collection, analysis / design)
10	Meeting with the 1 <sup>st</sup> supervisor ( <b>± ½ hour</b> )	Discussing research progress
Completing the execution of research		
14	Phase 3: Completion	Finalizing the analysis Submitting the manuscript
15	Meeting with the supervisors ( <b>±1 hour</b> )	Discussing the manuscript
16	Submitting thesis draft for the assessment ('green light') meeting	
17	Assessment meeting with supervisors ( <b>±1 hour</b> )	Discussion revisions + signing colloquium form. Hand in the colloquium form at the educational office
19	Hand in print copy of the thesis to supervisors and upload your thesis on <a href="http://essay.utwente.nl">essay.utwente.nl</a>	
20	Phase 4: Colloquium	Public presentation and defence (1 hour)

## APPENDIX A

### Announcement Master Colloquium for the studies BA, PA, ES, IEM, HS, BIT

Please fill out the form 'Announcement Colloquium' after you have set a date and time with your committee members. It is preferable to plan your colloquium during the college hours as shown below

#### College hours:

1/2 08.45 – 10.30 hrs  
3/4 10.45 – 12.30 hrs  
Lunchbreak 12.45 – 13.30 hrs  
6/7 13.45 – 15.30 hrs  
8/9 15.45 – 17.30 hrs

#### Phone numbers UT building caretakers:

Cubicus	053-4893349
Horstring	053-4892500
Ravelijn	053-4893440
Spiegel	053-4894183
Waaier	053-4892299
Carré	053-4892299
HalB	053-4892299
Vrijhof	053-4895500

The office for educational affairs MB (BOZ) will send the 'Announcement Colloquium' to the following parties involved:

1. Committee members within the faculty MB
2. Mrs. S. van 't End-Bijkerk, UT-rooms
3. Reception of the building in which the colloquium will take place
4. Calendar of the department of students affairs MB (BOZ)
5. Studentportal

**ATTENTION,  
STARTING 01-01-2014  
THE PROCEDURE FOR SUBMITTING YOUR THESIS HAS BEEN CHANGED**

In order to graduate for your bachelor or master it is necessary to upload your thesis to UT Student Theses (<http://essay.utwente.nl>).

Before completing this form you have to make sure that whether or not making the thesis publicly available via the repository is supported by all parties involved. If no public access is permitted, it is also possible to restrict the publicly visible information. Moreover, in both cases you must give explicit permission to deposit the thesis in the UT Student Theses.

More instructions about how to upload your thesis you can find at: <http://essay.utwente.nl/upload.html>  
After uploading the thesis the student, the tutor(s) and the administration office of your faculty will be notified by means of a generated e-mail. The thesis will be available in UT Student Theses within 3 working days and will be attached to your student file in the UT archive.

**Please make sure this form has been delivered to the office for educational affairs MB (BOZ) in Ravelijn 3262, at least 15 working days prior to the colloquium. Forms handed in after this deadline will not be processed.**

## Announcement Master Colloquium for the studies BA, PA, ES, IEM, HS, BIT

<b>Family name:</b>
<b>Given name(s):</b>
<b>Student registration number:</b>
<b>Current address:</b>
<b>Zip code and place of residence:</b>
<b>Telephone number:</b>
<b>Date of birth:</b>
<b>Place of birth + country:</b>

The above-mentioned student will, within the framework of the master assignment within the course

BA /  PA /  IEM /  ES /  ES Double Degree programme /  HS /  BIT

Track/Specialisation \_\_\_\_\_

give a presentation about (title): **(PLEASE PRINT CLEARLY)**

---



---



---



---

This is **confidential**:  Yes  No (NB: it can only be ticked as confidential with permission of Examination Board)

**Attention!** When the **thesis has not been processed in SMS** (Student Mobility System), **the announcement will not be accepted!**

<b>Date:</b>
<b>Time:</b>
<b>Total number of guests:</b>
<b>Class room (preferred):</b>

<b>First Supervisor:</b>	<b>Signature:</b>
<b>Second Supervisor:</b>	
<b>External member:</b>	
<b>ONLY for students from the ES DOUBLE DEGREE !!!!</b> Signature (Second) Supervisor from Münster:	

Future Study/Work:

- Student stops studying at the University of Twente
- Student stays studying at the University of Twente;

<b>Education</b>	<b>Track:</b>

Student hereby declares that all subjects have been completed and that the grades (including the Master class) are registered in Osiris. The student also declares that the date and time have been confirmed by the supervisors.

n.b. If the grades are not registered in Osiris, BOZ can decline the colloquium announcement.

**Date:**

**Signature student:**

## APPENDIX B

---

### *Thesis Assessment Matrix*

Student Name:

Student number:

Assessment criteria	≤ 5	6	7	8	9	10
<b>Research question</b>	Unclear	Broad	Clear and specific	Clear, specific and well-defined	Clear, specific, well-defined and original	Excellent
<b>Literature review &amp; Theoretical framework</b>	Unclear and inadequately explained; almost no link with the academic literature	Limited explanation of the academic literature	Adequate explanation of the academic literature; use of a theoretical framework	Well-explained and critical evaluation of the latest literature; use of a very clear conceptual framework	Profound and critical evaluation of the literature; use of the state-of-the-art framework; potentially worth journal publication	Excellent and original; suitable for journal publication
<b>Research method / design</b>	Unsystematic and confusing; no link to the literature	Limited explanation; justified using the academic literature	Adequate explanation and appropriately addressed using the relevant academic literature	Well-explained and well-justified using the latest academic literature	Profound and critical explanation and evaluation of all available research methods	Excellent demonstration of methodological understanding
<b>Data collection and analysis / Validation of the design</b>	Inadequately described; unclear analysis	Rather limited explanation; clear analysis	Adequate explanation; very clear analysis; linked with prior research	Well-explained; very clear analysis; decent link with prior research; results well-presented	Profound demonstration of originality; very clear presentation and analysis; potentially worth journal publication	Excellent; suitable for journal publication

<b>Conclusions &amp; recommendations / Contribution to theory &amp; practice</b>	Vague	Clear but not based on the reported findings	Conclusions based on the reported findings; appropriate recommendations	Conclusions clearly articulated and firmly based on the reported findings; valuable recommendations	Profound conclusions; original recommendations	Excellent
<b>Assessment criteria</b>	<b>≤ 5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>Writing structure and style</b>	Poor; illogical structure	Clear and consistent	Clear and consistent; adequately expressed	Clear and consistent; well expressed; adequately argued	Very clear structure; persuasive style with strong arguments; potentially worth journal publication	Excellent; suitable for journal publication
<b>Independence and professional skills</b>	Rather dependent; poor demonstration of skills	Not so independent; satisfactory demonstration of skills	Semi-independent; good demonstration of skills	Independent; very good demonstration of skills	High degree of independence; superior demonstration of skills	Excellent
<b>Oral presentation and defense</b>	Scrappy presentation; ambiguous answers	Satisfactory	Good	Very good demonstration of a clear engagement with the subject	Superior demonstration of a clear engagement with the subject	Excellent
<b>FINAL MARK:</b>						

Date:

Name of Examiner 1:

Name of Examiner 2:

Signature:

Signature:

## APPENDIX C

## Graduation Thesis Confidentiality Form

(hand in this form together with your thesis)

Student name: \_\_\_\_\_

Student number: \_\_\_\_\_

**Confidentiality report:** No/ Yes (only with permission of Examination Board)

The graduation thesis is public. Only as an exception a thesis can be declared confidential. In that case, the lead supervisor must sign this form. In addition a public version of the report must be submitted. This public version must also be handed in at the Educational Office (BOZ) of the Faculty.

Herewith the graduation committee declares that the report of this student is confidential.

Name graduation supervisor	
Date	
Signature	
Thesis is completely / partly confidential (cross off what is not relevant)	If the thesis is partly confidential, state here which part:
Period in which the report is confidential	0 Unlimited  0 Temporarily, namely until:

## APPENDIX D

---

### *Some useful references*

#### Textbooks on research in general

Sharp, J., Peters, J. and Howard, K., *The Management of a Student Research Project*, Gower, 2002, 3<sup>rd</sup> edition.

Bell, J., *Doing your research project*, Open University Press, 2010, 5<sup>th</sup> edition.

Phillips, E and Pugh, D, *How to get a PhD*, Open University Press, 2010, 5<sup>th</sup> edition.

#### Textbooks on business research method

Blumberg, B., Cooper, D. and Schindler, P., *Business Research Methods*, McGraw-Hill, 2008, 2<sup>nd</sup> edition.

Ghauri, P. and Grønhaug, K., *Research Methods in Business Studies*, FT/Prentice Hall, 2010, 4<sup>th</sup> edition.

Saunders, M., Lewis, P. and Thornhill, A., *Research Methods for Business Students*, FT/Prentice Hall, 2009, 5<sup>th</sup> edition.

#### Journals

The library contains a large collection of books and journals (both printed and digital). A large number of scientific journals, newspaper articles, student theses as well as some databases are freely available. Please consult the library website: <http://www.utwente.nl/ub/en>  
The e-journals can be searched from the website: <http://sfx.utwente.nl:3210/prod/az>

#### Working Papers

The Social Science Research Network (SSRN) is composed of a number of specialized research networks in most of the social science subjects. SSRN eLibrary provides access to digital research papers from scholars, journals, publishers, and institutions around the world. The website address is: <http://www.ssrn.com>

#### Databases

There are some useful databases (for example, REACH) available in the Library. One can find these databases by following these steps:

- ✓ Go to the UT library website: <http://www.utwente.nl/ub/en>
- ✓ Click on the link for 'SEARCH for SCIENTIFIC INFORMATION'
- ✓ Click on the link for 'A-Z list databases'