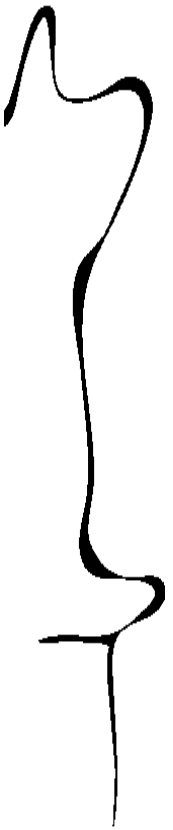




UNIVERSITY OF TWENTE.

Bachelor of Science in

International Business Administration



SYLLABUS Bachelor Thesis IBA

2018-2019

201200015 - Bachelor Thesis IBA

15 EC

Schedule:

3rd quartile (part of module 11 CHANGEL) + 4th quartile research
OR, alternatively: (only with permission) research in next 1st quartile

Prerequisites:

All IBA obligatory modules (Modules 1, 2, 3, 4, 5, 6 and 11*)
+ one programme-related elective (Modules 7, 8)

Contact (please mention 'Bachelor Thesis IBA' in the subject header):
Dr. Michel L. Ehrenhard at m.l.ehrenhard@utwente.nl

Version: January 24, 2019



* = module 11 need to be successfully finished before the research component is started

1. Introduction

The Bachelor Thesis IBA course enables you to explore a topic you are interested in, in detail, and thereby gain in-depth knowledge and competences as outlined in the intended learning outcomes of the IBA BSc programme (IBA). This syllabus is meant to inform students and teachers about the organisation of the bachelor thesis course. Students are expected to read this syllabus at the start of their bachelor thesis project in the first week of Module 11 (CHANGEL).

The Bachelor Thesis IBA project is scheduled in the final semester (two quartiles) of the IBA BSc Programme. Your individual project will be part of an IBA bachelor circle. You have to organise and gain approval for your research proposal within module 11 (CHANGEL). The following quartile 4 is reserved for the research and the writing of the thesis (in exceptional circumstances the research can be deferred by one quartile under condition of approval for the research proposal in quartile 3). Before being permitted to participate in module 11 (CHANGEL) / Research Proposal IBA Bachelor Thesis, you must have successfully completed the obligatory IBA modules (1-6) and at least one programme-related elective.

1.1 Learning objectives

By the time you have completed the Bachelor Thesis IBA course you are expected to have shown proficiency in:

- formulating a research question;
- applying fundamental business management concepts and/or theories to analyse the research question;
- develop a research framework (a model if applicable) and/or design a solution for a business problem;
- adopting a coherent research design, and using appropriate data collection and analysis techniques for the validation of the empirical findings (if applicable);

- demonstrating the scientific contribution and practical relevance of your research;
- providing a consistent, well-structured and well-argued text in the format of a scientific paper;
- planning and managing your own learning process; and
- presenting and defending the results of your Bachelor Thesis IBA research during the Students' Bachelor Thesis Conference.

1.2 Deliverables

During the Bachelor Thesis IBA course, you are expected to deliver:

- A **research proposal** for your individual research project, to be developed within an IBA Bachelor Thesis Circle as deliverable of 201700184 Research Proposal IBA Bachelor Thesis;
- Intermediate submissions of your paper-in-progress, for example the theoretical framework, methods section, preliminary findings (to schedule agreed with your graduation committee)
- An **individual thesis**, comparable to a scientific paper, that fits the template for the Students' IBA Bachelor Thesis Conference (and meets the deadlines!).
- **Presentation** of your results at the IBA Bachelor Thesis Conference (in the 4th quartile: **9 July 2019**; or, alternatively end of Q1 of 2018-2019).

1.3 Appropriate assignments for the bachelor thesis

The Bachelor Thesis IBA course is a research-oriented assignment, with well-justified choices concerning empirical or design research that contributes to existing knowledge on the topic chosen and to ongoing research projects (in an IBA-related field) within the UT.

The thesis project can be conducted at:

- The University of Twente (a so-called 'internal assignment'). An internal assignment can involve the collection of data at external organizations, but also working with an existing dataset (secondary data).

- A company (a so-called 'external assignment') in which you will conduct your research.

REMARK: Note that an external assignment brings additional challenges. Delays may occur in thesis progress: conducting external assignments (because of the involvement of an external organisation) requires additional and strong time management. The project still needs to be carried out within a bachelor thesis circle (see 2.1) and the bachelor circle leader/your thesis supervisor must approve the topic/assignment before any agreement with the company can be formalised.

- A foreign university (a so-called 'international assignment'). You may choose to participate in international research provided you focus on international management aspects within a specific knowledge domain.

REMARK: Preparations for an international assignment should begin at least two months prior to leaving the Netherlands. Special arrangements for international assignments include identifying an examiner requesting permission from programme management before leaving the Netherlands. Again, because another organisation is involved, time management is very important.

Note: as the Bachelor Thesis IBA is oriented towards knowledge development for society, the thesis itself cannot be treated as a confidential document. If you use sensitive empirical data, it is your responsibility to ensure the confidentiality of the data, analysis and results. When you want to collect data yourself you always need to obtain permission from the ethics committee before you start actual data collection (see section 4). It is also your responsibility to reach agreement with the hosting organisation on a public version of the thesis. This is particularly important with external assignments.

2. Thesis research projects and bachelor thesis circles

2.1 Finding a research project

The first step in finding a research project is reading the short descriptions on Canvas of the various bachelor research topics – rooted in our six master specializations. You are advised to reflect on the descriptions of offered research topics at the start of module 11 (CHANGEL) on the Canvas (BB) site for the *Bachelor Thesis IBA* (201200015) (even if you plan - or have agreed with the study advisor - to complete your bachelor thesis in the first quartile). From the descriptions, you should identify research topics that you are potentially interested in. After careful consideration, you can register for your first, second and third choice of research topic. Next, these preferences are used to determine student demand for specific research topics.

Popular research topics will then be developed into more elaborated bachelor thesis circles. In the 1st week of CHANGEL (February 4, 2019), an introductory lecture on the bachelor thesis followed by a poster market is organised to support you in selecting two preferred bachelor thesis circles. After the poster market, students register their choice of bachelor thesis circles on Canvas. In case this final choice is not their earlier first, second or third preference, they need to request formal permission by sending a well-motivated email to program management on the day of the poster market. Please mind that **all** Bachelor Thesis IBA projects need to be embedded in a bachelor thesis circle.

The leader of an IBA bachelor circle is a qualified examiner (see Appendix 1) and will be the first supervisor for each thesis project in that circle unless otherwise agreed with the examiners. Bachelor thesis circles cover projects carried out in either the fourth or the following first quartile.

REMARK: Possible topics for bachelor theses are published once a year, are valid for the 4th and 1st quartile (in both cases, participation needs to be arranged within the third quartile,

during CHANGEL).

You are required to submit your preference for a bachelor thesis circle on February 14, 2019 the latest through the registration form on Canvas.

Program management will attempt to accommodate as much first preferences as possible, but in case too many students register for a bachelor thesis circle, program management might allocate you to your initial second preference (or first preference in case you requested permission for a third choice), or a bachelor thesis circle with a closely related topic.

Research proposal

Students start their actual research project by writing a research proposal and submitting it to the identified bachelor circle leader/first supervisor and other graduation committee members (see 2.2).

Three meetings for all bachelor thesis circles will be planned in quartile 3 to support the setting up of the research proposals. To prepare for these meetings, assignments and methodology resources will be included on the *Bachelor Thesis IBA* Canvas site. These will include information on the preparation of intermediate versions of the proposal for feedback and improvement.

It is recommended that you use the following outline for your research proposal (4-5 A4 pages in total):

Title

- Situation and complication
- Research objective
- Research question (!)
- Theoretical framework: which theory/theories do you plan to use?
- Academic relevance
- Practical relevance
- Research design: incl. selection, sampling, measurement, data collection, and data analyses
- Planning

Based on the research proposal, a 'go' / 'no-go' decision regarding starting the thesis research will be made. This will be in the form of a pass or fail for the Research Proposal IBA Bachelor Thesis. In the event of a 'no-go' decision, the student will not be allowed to start the bachelor thesis research in Q4, but will be allowed to work on a resubmittal during Q4 so that a start can be made in Q1. Only when the revision is approved, the research can be executed in the first quartile. Another option is to formulate a new research proposal in another bachelor circle. For this procedure, the collaboration and commitment of the new bachelor circle supervisor is crucial.

In the event you as student disagree with a received 'no-go' decision, you can send an email to the programme director at programmedirector-iba-bams@utwente.nl. The email explaining why you believe the decision is inappropriate should be submitted within two days after the 'no-go' decision.

In all cases (revision or new proposal development in Q4 for research in Q1), students should explicitly involve the study advisor (Ms. Leena Ay) for guidance and help.

2.2 Supervision and Examiners

You will be supervised during the development of the research proposal in Q3, and the execution of the bachelor thesis research in Q4 or Q1, by UT teachers/researchers (usually BMS faculty members) whose responsibility it is to provide the necessary support concerning the BSc Thesis project for individual students and/or groups. For each individual thesis project, a graduation committee will be formed consisting of at least two qualified examiners (see Appendix 1) who are responsible for the grading of the research proposal and the final thesis. The leader of the bachelor circle, in principle, also serves as the first supervisor for all students enrolled in that circle. In some cases, one or two additional supervisors can be part of the graduation committee but please mind you always need 2 examiners from the list mentioned in Appendix 1.

A distinction is made between examiners and supervisors. Examiners for the bachelor thesis are appointed by the Examination Board (a list of examiners is included in the appendix, and an up-to-date version is also published on the [IBA website](#)). Each thesis will be graded by two examiners, who usually also are the first and second supervisors of the thesis project. At least one of the examiners in the graduation committee is required to have a PhD; i.e. a dr.-title. Supervisors who are not formal examiners act as advisors in the grading process. This might, for example, be PhD candidates who are involving bachelor circle students in their PhD project and/or an external supervisor from a company or other university.

The first supervisor (in most cases the bachelor circle leader) will be an expert in the field of the bachelor thesis circle. In some cases, the first supervisor will co-operate with an expert PhD researcher who, while perhaps not an examiner, may take a coordinating role in the bachelor circle. The second supervisor, is invited to monitor, and help if required, in the progress of the thesis. Guidance includes reading and assessing drafts and the final report during the research project, and assessing the presentation and defence of the final thesis.

External supervisor

When working on a thesis project in an external organisation, it is essential that you have a contact at the organisation who acts as an external supervisor. This external supervisor must have sufficient knowledge and academic experience to supervise the BSc student in the thesis project.

The external supervisor can be viewed as:

- a 'sparring partner' with regard to the project content;
- a source of information with regard to data acquisition and project implementation;
- an organisational gatekeeper in so far this is relevant to project

implementation;

- a process advisor during the project implementation;
- an advisor when it comes to assessing the project's results, the thesis and the student's performance.

Note: Although the external supervisor is involved in the successful execution of the thesis project, the UT examiners are responsible for grading your Bachelor Thesis in accordance to the IBA BSc programme learning goals and related criteria.

REMARK: The UT is not responsible for an external project and will therefore not sign thesis agreements with external parties. This is a matter between student and external organisation.

You should ensure that you have a meeting together with both UT and external advisor(s) at the very start of your project.

2.3 Working in Bachelor Thesis circles

Every Bachelor Thesis project is a piece of individual work, and is graded as such. However, in research, co-operation and discussion/debate with peers is important. The bachelor thesis circles offer an opportunity for such debate and co-operation and to pool research effort in a group with peers in order to obtain better and timely results. Projects within a bachelor thesis circle share a common theme and so literature and insights into developments can be shared. Initially, project supervision will be organised as group meetings in which active co-operation between students is essential. Here, for example, formulating research questions is a good example of an aspect that can benefit from discussion with peers.

2.4 The thesis research

The official start of the research component of the thesis work is marked by the approval of the research proposal and its formal registration (see 6.1). (~ 22 April 2019 when Q3 ends) and registration in mobility online.

In general, students should meet with,

report to or be in contact with their supervisor(s) every two/three weeks in quartile 4 to monitor progress. It is important to agree explicitly with your first supervisor on the frequency and mode. In the first half of the research period (within five weeks of the start), the graduation committee (i.e. the qualified examiner members) may decide to ask the programme director to cease further supervision where the student is perceived as failing to make sufficient progress in the thesis project. In such cases, the programme director will hear both the student and the qualified examiner members of the graduation committee to decide whether a new project should be started or the current project can be continued in the next quartile. In both options (continuation of project after Q4 or starting new thesis project) the research part of the thesis project needs to be planned and finalised in Q1 of 2019-2020) In such situations, students are encouraged to involve the study advisor (Ms. Leena Ay) for guidance and help. In the case of a new thesis project a new approved research proposal needs to be available **before** summer (deadline to be agreed between new supervisor and student; ultimate deadline **for approval** is 1 September 2019)

2.5 Your role in this course

Be *pro-active* and think in advance about your research interests in business studies, prepare for all the formalities and read the necessary documents in time.

Study activities in this course are mainly individual work:

- reading articles,
- writing your research proposal,
- conducting a peer review of other research proposals,
- writing the thesis (in article form) and,
- presenting the thesis at the Students Conference.

Besides the individual work we encourage you to co-operate with your peers, especially those in your bachelor thesis circle.

3. Assessment

The acceptance of the final thesis article for the Students' Conference depends on a '**green light**' decision (indicating that both examiners in the graduation committee agree that the thesis mark is at least a 6).

REMARK: If the thesis quality is deemed insufficient at this deadline, a resubmission may be possible in the subsequent quartile or a new thesis project may need to be started at the first available option. A student has to request permission to resubmit from the programme director, and in making such a request the advice of the graduation committee as well as the study advisor should be included.

Once a completed thesis receives a 'green light', students still have the opportunity to improve the thesis based on the feedback provided by the supervisor(s) with the possibility of receiving a higher mark. Note that the deadline for final submission of the thesis still has to be respected.

Appendices 3a and 3b provide the assessment matrices that supervisors will use to evaluate your research proposal and the final thesis respectively. Please make sure you study these.

The examiners in your graduation committee will assess the research proposal for your bachelor thesis using six criteria:

- Problem analysis and theoretical background
- Research project rationale/motivation
- Research project objective
- Research question(s)
- Methodological approach/ research design
- Planning

The examiners in your graduation committee assess the bachelor thesis using eight criteria:

- Research question
- Literature review and theoretical framework
- Research method / design
- Data collection and analysis/
Validation of the research design

- Conclusions and recommendations/ Contribution to theory and practice
- Thesis structure and style
- Independence and professional skills
- Oral presentation and defence

See the assessment matrix (Appendix 3b) for the descriptions of the different levels for these criteria. The final grade is determined by a holistic approach in which the quality of the content of the thesis and the contribution of your research/ design to the relevant academic field weigh more heavily than performance at the oral presentation and defence. You must achieve at least a 6 to pass the Bachelor Thesis IBA Course.

Each UT examiner will complete the assessment form (Appendix 3b) independently before the thesis presentation. Then, after the thesis presentation, the examiners, advised by other members of the graduation committee, will fill out the final assessment form and jointly determine the mark.

Afterwards, you will be asked to complete an online evaluation form about this course, and we will use this feedback to enhance its quality.

4. Academic and responsible conduct, scientific integrity and research ethics

As the bachelor thesis is an academic research project, scientific integrity issues need to be considered. The University of Twente subscribes to the guidelines for scientific integrity as specified in the Netherlands Code of Conduct for Academic Practice: <https://www.utwente.nl/en/organization/structure/management/good-management/#scientific-integrity>.

The European code of conduct and the Singapore statement on research integrity are also relevant. As of October 1st, 2016, to ensure ethically responsible research practice, employees and students from the Faculty of BMS can only start research involving human subjects only after their research proposal has been ethically assessed.

Information about the assessment procedure and the ethical principles and criteria used can be found at: <https://www.utwente.nl/en/bms/research/ethics/>.

The Faculty of Behavioural, Management and Social Sciences (BMS) participates in the Principles for Responsible Management Education (PRME) initiative and has adopted its six principles: <http://www.unprme.org/about-prme/the-six-principles.php>).

In addition, we draw attention to the advice of the Royal Netherlands Academy of arts and sciences (KNAW) on providing proper citations (in Dutch: www.knaw.nl/nl/actueel/publicaties/correct-citeren) and the worldwide guidelines and codes of conduct on all aspects of publishing ethics established by the committee on publication ethics (COPE) (<http://publicationethics.org/>).

5. Publication and Confidentiality

Your IBA bachelor thesis is a public document and will be published through the UT library repository in advance of the IBA Bachelor Thesis conference.

Only in very exceptional circumstances will a thesis be classified as 'confidential'. A written request for confidentiality must be submitted by the student, after obtaining the agreement (i.e., signature) in Q3 of the first supervisor, to the Examination Board that then takes the final decision. The Examination Board may also decide that only part of the thesis contains confidential information. A thesis that is then labelled 'confidential' will not be freely accessible. In such instances, an additional publicly accessible version of the thesis must be submitted. A graduating student will not receive the diploma supplement, the formal document belonging to your diploma that includes the grade list, until the public version of the thesis is uploaded.

6. Registering for the Bachelor Thesis IBA course

Once the thesis research proposal is approved, the student has to formally register for their graduation project, the Bachelor Thesis IBA, in the Mobility Online application.

Students are responsible for checking and ensuring that they fulfil the requirements for starting the thesis project beforehand (completing all obligatory IBA modules and one of the programme's related electives).

Appendix 1: List of examiners for BSc Thesis IBA

The IBA Bachelors committee for a bachelor thesis project includes the supervisors of the IBA bachelor thesis project. At least two members of a bachelor's committee must be approved examiners. The examiners are responsible for assessing the bachelor thesis project and have to sign the assessment form. Other supervisors have advisory roles in the assessment. The most recent list of examiners can be found here: <https://www.utwente.nl/en/bms/examboard/for-examiners/examiners/website-examinersbscibamscba20182019.pdf>

NB: The bachelor thesis is M12

Exception

Other staff members may be appointed as examiners for a specific thesis project by the examination board. A student who wishes to have another member of the UT's scientific staff, who must be an expert in the field of the thesis project, appointed as an examiner must submit a request giving the motivation to the examination board prior to starting their bachelor thesis.

Appendix 2: Planning for the IBA bachelor thesis project (general milestones for proposal (Q3) + research (Q4))

<u>Quartile</u> – weeks	Activity	Grading	Remarks
Research proposal (Q3) <i>In parallel with CHANGEL (module 11)</i>			
Prior to Q3	Enrol in OSIRIS for: <input type="checkbox"/> IBA Bachelor Thesis (201200015) Orientation regarding research topics 1 st and 2 nd preference Read descriptions of research topics published on the <i>Bachelor Thesis IBA</i> (201200015) Canvas site		
Quartile 3; wk 1 :	Selection of preferred bachelor thesis circles and group forming <ul style="list-style-type: none"> ▪ 4 February 2019 the kick-off of BSc thesis project (Introduction lecture & poster market). 		Students select and three preferred research topics
Quartile 3; wk 2: 14 February 2019 <i>(note: kick-off meeting in Q3 is also for students that plan thesis project in Q1)</i>	<ul style="list-style-type: none"> ▪ Subscribe for preferred bachelor thesis circles (Deadline 14 February 2019) Grouping for bachelor thesis circles will be announced around February 19, 2019.		Students select, and are assigned to a bachelor thesis circle.
Quartile 3: Wk 7	29 March 2019 Deadline registration in Mobility Online.	The Mobility Online approval form signed by the thesis supervisor is needed for a pass registered in OSIRIS for the Research Proposal (and therefore to pass CHANGEL)	Mobility Online registration is needed to be able to print an approval form for your research proposal (from mobility online).
Quartile 3;	Students: <ul style="list-style-type: none"> ▪ Three meetings of bachelor thesis circles with mandatory and active participation. ▪ Submission of the research proposal to graduation committee (deadline 15 April 2019). Graduation Committee: Go/No-go decision regarding approval.	Approval of research proposal: <ol style="list-style-type: none"> 1. Go/no-go decision for starting the BSc thesis project. 2. Pass/fail evaluation of Research Proposal IBA Bachelor Thesis 1 st examiner: (in case of approval) signs approval form Approval form is delivered to BOZ to register pass in OSIRIS.	Students: . Mobility online form for approval of thesis research proposal needs to be delivered together with proposal to 1 st examiner. In case of no-go, student has to resubmit proposal (in quartile 4 or in next year)

Research				
4 th quartile	1 st quartile			
Quartile 4;	Quartile 1;	Students: intermediate submission(s) of the paper-in-progress		Students will be involved in peer- reviews
Quartile 4; <i>Deadline to be agreed with examiners</i>	Quartile 1; Wk 5	Students: intermediate submission for go/no-go decision		
Quartile 4; <i>Deadline 28 May 2019 12:00</i>	Quartile 1; Wk 5	Graduation committee assessment of likelihood of timely and sufficient completion of the project	Go/no-go decision regarding sufficient progress to finish the BSc thesis project	Supervisors inform BOZ and programme coordinator (C. Huijs) of decision
Quartile 4; <i>19 June 2019 at noon</i>	Quartile 1; Wk: 7-8	Students: ▪ pre-final thesis submission <i>Thesis should be submitted in a conference format (according to template)</i>		
<i>25 June 2019</i>		Graduation Committee: ▪ Green-light decision + feedback communicated to student	Green-light decision for finishing BSc thesis project (<i>examiners sign green-light form in the case of positive decision</i>)	Students deliver green-light form to BOZ.
Quartile 4; <i>1 July 2019 (or earlier date set by/agreed with supervisor)</i>	Quartile 1; Week8- 9	Students: ▪ final submission of the thesis to supervisors		Thesis should be submitted in a conference format (according to template)
Quartile 4; <i>3 July 2019</i>	Quartile 1; Week 9-10 <i>Monday</i>	Students: ▪ final submission of the thesis to University of Twente Student theses repository and by mail to the programme coordinator		Thesis should be submitted in a conference format (template in BB of thesis)
Quartile 4; Wednesday 9 July 2019	Quartile 1; Week 10 <i>Thursday or Friday</i>	IBA BSc Thesis Conference Students: ▪ Present Thesis 2 examiners: ▪ At conference to grade thesis	Final grade for the thesis Students complete the evaluation forms and join the LinkedIn group of (I)BA BSc alumni.	Graduation ceremony after the conference (for all students who have successfully completed their thesis; best-paper awards).

Appendix 3a: Bachelor Thesis Research proposal Assessment Matrix (matrix implemented in Canvas grade centre)

Assessment criteria \ level	Insufficient	Satisfactory	Very good
Problem analysis and theoretical background	Reflects limited understanding of subject matter and/or demonstrates limited understanding of theoretical concepts in the field.	Reflects an understanding of subject matter and demonstrates an understanding of theoretical concepts in the field.	Reflects mastery of subject matter and demonstrates mastery of theoretical concepts in the field.
Research project rationale / motivation	Almost no link of the project with the scientific literature and/or almost no argumentation of added value of research project. Demonstrates limited critical thinking skills.	Adequate explanation of the added value of the project based on scientific literature and use of a loose conceptual framework. Demonstrates acceptable critical thinking skills.	Project motivation includes added value based on critical evaluation of the literature; use of a clear conceptual framework. A research gap has been found in the literature and addressed in the project. Exhibits mature, refined critical thinking skills.
Research project objective	Objectives are poorly defined	Objectives are clear	Objectives are well defined
Research question(s)	Unclear or inadequate question(s)	Clear and specific question(s)	Clear, specific and well-defined question(s)
Research design / Methodological approach	Research design inappropriate to research questions. Expectations regarding theoretical and practical implications and limitations not included or inappropriate.	Adequate research design and appropriately justified including expectations about theoretical and practical implications and limitations.	Profound and critical explanation of a well-defined research method and clear expectations about theoretical and practical implications and limitations.
Planning of the project	Unclear and/or unrealistic planning and/or not taking into account availability of resource.	Realistic and clear planning that takes into account availability of resources.	Planning demonstrates proactive thinking and takes account of risks, limitations and uncertainties.

Final Score (pass/fail²)

Feedback:

² All criteria need to be at least at the level 'satisfactory' in order to obtain a 'pass'

Appendix 3b: Bachelor Thesis Assessment Matrix

Student Name:

Student number:

Assessment criteria	≤ 5	6	7	8	9	10
Research question	Unclear	Broad	Clear and specific	Clear, specific and well-defined	Clear, specific, well-defined and original	Excellent and innovative
Literature review & Theoretical framework	Almost no link with the scientific literature	Limited explanation of the scientific literature	Adequate explanation of the scientific literature; use of a loose conceptual framework	Well-explained and somewhat critical description of the literature; use of a clear conceptual framework	Critical evaluation of the literature; use of a very clear conceptual framework	Excellent; Profound and critical evaluation of the literature leading to a very clear conceptual framework
Research method / design	Disorganised; not based on the scientific literature	Limited explanation; vaguely justified using the scientific literature	Adequate explanation; appropriately justified using the scientific literature	Well-explained and well-justified using the scientific literature	Profound and critical explanation and evaluation of the research method	Excellent; original and innovative method.
Data collection and analysis / Validation of the design	Inadequately described; unclear analysis	Rather limited explanation; clear analysis	Adequate explanation; clear analysis	Well-explained; very clear analysis and validation	Profound demonstration of data collection and analysis; very clear validation	Excellent; application of latest, broad and in-depth analytical techniques, and validation
Conclusions & recommendations / Contribution to theory	Vague	Clear but not based on the reported findings	Conclusions based on the reported findings; appropriate recommendations for future research	Conclusions firmly based on the reported findings; valuable recommendations for future research	Profound conclusions; original recommendations for future research	Excellent; original and innovative contribution to the existing knowledge on the subject
Conclusions & recommendations / Contribution to practice	Vague	Clear but not based on the reported findings	Conclusions based on the reported findings; appropriate recommendations for practice, practical implications	Conclusions firmly based on the reported findings; valuable recommendations for practice, practical implications	Profound conclusions; original recommendations for practice, practical implications	Excellent; original and innovative recommendations for practice, practical implications

	≤ 5	6	7	8	9	10
Writing structure and style	Poor; illogical structure	Clear and consistent	Clear and consistent; adequately expressed	Clear and consistent; well-expressed; appropriately argued	Very clear and consistent structure; strong arguments	Excellent; enthuses and engages the reader
Independence and professional skills	Reliant on supervisors; poor demonstration of timely and well-prepared communication and other skills	Not very independent; satisfactory demonstration of skills	Semi-independent; good demonstration of skills	Rather independent; very good demonstration of skills	Very independent; superior demonstration of skills	Excellent; superior demonstration of skills, and helped other perform better in their project
Oral presentation and defence	Scrappy presentation; ambiguous answers	Satisfactory	Good	Very good; clear demonstration of engagement with the subject	Very good; superior demonstration of engagement with the subject	Excellent; superb demonstration of engagement with the subject
					FINAL MARK:	

Comments (if any):

Date:

Name of Examiner 1:

Name of Examiner 2:

Signature:

Signature: