

# FINAL YEAR THESIS GUIDE 2020-2021

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The Master's thesis is the conclusion of your studies at EMLV. This research project is an in-depth analysis of a precise topic. The goal is to synthesize current knowledge and to create new knowledge through the collection of original data independent interpretation of it leading to insightful and innovative conclusions. This project demands high standards and creativity.

This work will take a lot of time. It takes time to formulate a problem statement or research question, evaluate existing literature on a topic, collect and analyse field data, and finally to compare this with existing knowledge, which your data will confirm or invalidate. Twelve months is not too long for such a big work!

Start looking into research topics now. Consider professors' suggestions that you can find in the end of this manuscript. Based on them, you will be matched with a professor who is going to guide and evaluate your work as a thesis supervisor. These topics offer you lines of enquiry in which you will have to choose a research subject and phrase it in your own words.

Phrasing a research question or problem statement is already an exercise in and of itself. Begin as soon as possible!

## **Foreword**

The objective of this document is to provide the students and Supervisors of Ecole de Management Leonard de Vinci with key guidelines about the process and contents of masters-level research that becomes part of the final graduation thesis.

By definition, this document presents the required standard process and format for undertaking a research project for the final year of the program. However, depending on the context, the Supervisor and the student may agree beforehand on the most relevant operating modes.

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## 1. Definition and Objectives of the Thesis

The EMLV final-year Thesis is conceived as an initiation into research. It aims to shed new and objective light on a current issue within the area of management sciences in focus. A thesis thus makes it possible to respond to a management issue and, thanks to a rigorous scientific approach, to offer knowledge to a wider audience.

The topic of the Thesis can be based on the student's professional experience during his/her studies (including the final year professional experience), respond to a specific request from an organization, or be suggested by an EMLV professor. However, to meet the expectations of the Thesis and avoid the pitfall of a mere internship report, it is essential to anchor the issue into the academic literature on the subject.

The work includes several major steps throughout the year:

- To formulate a research question about a situation or phenomenon related to management science,
- To suggest elements of answer to the research question, starting from the existing academic literature,
- To mobilize appropriate methodologies for data collection and processing,
- To test against field data the hypotheses / research propositions issued from the literature review,
- To formulate managerial conclusions and recommendations.

This exercise meets the requirements of the degree awarded by EMLV and aims to develop the student's skills in several areas:

- critical analysis: (Critical Thinking, S08; Qualitative Analysis, S07/10, Argumentation and Storytelling, S 07/10)
- presentation skills (Personal development, S08; Research Methods Bootcamp, S09),
- structuring ideas (Argumentation and Storytelling, S07/S09),
- synthetic mindset (Critical Thinking, S08; Qualitative Analysis, S07/S09, Quantitative Analysis, S07, Argumentation and Storytelling, S07/S09, Research Methods Bootcamp, S09)
- independence of mind and capability to make a point (Argumentation and Storytelling, S07/S09, Research Methods Bootcamp, S09)

The thesis is also part of the professional project of the student. Often related to the specialization chosen in the final year or to the cooperative program, the completion of this work develops an expertise that can be put forward by the student during a job search.

Finally, the Thesis validates 10 ECTS credits (including 4 for the Research Bootcamp). This definitely represents a large amount of work – and the course syllabus deems individual work on the thesis to be around 300 hours – which means it should start as soon as possible.

## 2. Support Mechanisms at EMLV

Three types of support are offered to help the student in the successful completion of the Thesis.

### 2.1 Research Methods Bootcamp course

Research Methods classes are provided to help students:

- Undertake academically sound scientific research,
- Produce a thesis document which meets the academic requirements of EMLV,
- Undertake empirical research using quantitative and/or qualitative methods.

Students on each program are scheduled to have 18 hours of Research Methods classes face-to-face/hybrid except Double Diploma tracks, where 18 hours of synchronous online and/or hybrid class are provided.

### 2.2 Tutoring

During the first semester of the academic year, each student will be allocated a Supervisor. The role of the Supervisor is to:

- Guide in defining the issue/research question and validate it,
- Monitor the progress of the student's work,
- Help identify information/materials (for example offer advice on relevant academic literature),
- Advise on methodology and appropriate field data collection methods,
- Help the student structure his/her ideas (formal approval of the framework for the study is required),
- Support the student as he/she writes the thesis and prepare for the oral defense,
- Offer general advice and answer the student questions.

The role of the Supervisor is to support and guide the student during the research project but not to get involved as co-author of the work. Neither is it his/her



role to proofread a completed draft document before the final submission of the Thesis. As this is a piece of self-directed learning, it is the student's responsibility to ensure that regular contact is maintained with his/her Supervisor. Tutoring is essentially of an individual nature but tutoring in small groups may be organized to allow synergy and cross-fertilization between students. These small group tutoring sessions allow in particular to answer those standard interrogations students will have. It is advisable to contact the Supervisor as soon as possible and to define jointly a calendar identifying potential dates for regular supervision meetings (circumstances will dictate the most suitable methods to keep in touch: examples include using email, TEAMS, ZOOM, telephone or face- to-face meetings).

Students are advised to prepare and discuss with their supervisor a draft calendar with key dates in the year, showing both academic obligations (classes, field-consulting projects, end of semester examinations, internships) and other important dates. This will enable them to coordinate the various constraints for both the Supervisor and themselves (private and professional constraints), especially during the summer break.

Before making any contact arrangements, it is useful for the student to prepare a short briefing note to identify the issues he/she wishes to raise. By doing this, he/she can make better use of the allocated time. It is also useful to make notes of what has been discussed during the face-to-face meetings, and any action points to work on. A simple way to do this is to keep a Thesis logbook (diary), which can be referred back to over the months to check progress (Appendix 1). These logs will be used in the evaluation of the Thesis defense.

The student must allow a reasonable time (about ten days) between the request and the answer of the Supervisor, whether to organize a meeting or get a feedback on a piece of work. Conversely, the tutor, who needs to read and comment on the works, undertakes to make a return as soon as possible within their constraints for a general query and no less than three weeks after submitting the interim document.

### **2.3 Libraries and Databases**

With remote access to databases, students can interrogate both the academic and professional literature (details are described below in the guide). The libraries offer further support with access to management books and academic reviews, both specialized and of a more general nature.

### 3. Preparing your project

It all starts with you getting a clear idea what, how and when you need to do in order to acquire your degree smoothly. Here are the steps you need to go through while laying out your project.

#### 3.1 Choosing a Topic

The topic should fall within the domain of Business and Management. The topic, even if it is directly linked to the student's field of professional experience, must go beyond a mere analysis of immediate experience by setting the study within a rigorous academic framework. Thus, as mentioned above, the issue should be anchored in the relevant academic or professional literature.

It is the student's responsibility to choose the general topic and identify the subject of the research project. The Supervisor is there to help focus and define research objectives. Should the Supervisor not deem the topic to meet the requirements of the program, he/she will guide the student to change some aspects of the topic.

Before making a final decision to identify the topic, the student should ask himself/herself the following questions:

- His/her interest in the subject and motivation to see the project through to the end;
- The relevance of the topic chosen: is it connected to management or another academic domain linked to organizations;
- The significance of the topic: what use will the final recommendations bring to management researchers and practitioners;
- The feasibility of the project in terms of:
  - the time and resources necessary to complete it,
  - access to the necessary information sources,
  - the student's understanding and competence as regards both **methodological** and **conceptual** aspects.

## WHAT IS A GOOD TOPIC?

- an original one, taking into account that the topic is going to be valued the higher the less it has been studied from that perspective before,
- a relevant topic, linked to the world of business,
- a realistic topic, which can reasonably be dealt with within the time constraints and the field available to you. Being overly ambitious with your research may lead to failure.

### 3.2 Choosing a Research Question

The main question must be chosen beforehand.

**Example:**

*Subject:* Innovation in digital businesses

*Main question:* Are digital businesses more innovative than other companies?

This is a broad theme, which can be handled in many ways, so you will not be able to do a full analysis of each perspective. Hence choices must be made. The problem statement presents exactly such a choice, as it states only the perspective from which you will analyze the question, like a photographer who chooses an angle to take a picture.

Consider these examples of research questions from papers published in the academic journals:

- What are the implications of situated meaning for knowledge sharing? (Bechky, 2003)
- How do award ceremonies shape the evolution of institutional fields (Anand and Watson, 2004)
- What social norms, old and new, may now characterize social media etiquette? (Ollier-Malaterre and De Serre, 2018)
- How do technologies amplify tensions with workplace friendship? (Pillemer and Rothbard, 2018)
- What are the boundary work tactics used by employees of NGOs to balance their work and private lives when using social media? (Siegert and Lowstedt, 2019)

### 3.3 Defining concepts

Defining concepts is the preliminary step to every research project. You have to understand what is being discussed and make sure everyone understands how each

concept is defined.

Examples based on the above subject:

- What is a digital business?
- What is innovation?

Please find some examples below from various disciplines to help you understand what a good or a poor research topic is.

Research topics in MANAGEMENT&STRATEGY	Comments
<b>IT and millenials</b>	Poor topic. Too broad
<b>Differences between globalisation and multi- nationalisation: comparing strategy and structure through the examples of Louis Vuitton and Hermes</b>	Good topic

Research topics in MARKETING	Comments
<b>Big data</b>	Poor topic. Too broad
<b>What is the role of big data in disruptive innovations?</b>	Good topic

Research topics in OPERATIONS & SUPPLY CHAIN	Comments
<b>The role of coordination in cocoa trade</b>	Poor topic. Too broad
<b>Profit's fluctuations with regard to a set of rules</b>	It highlights how a company's profit may significantly fluctuate with regard to the chosen standards. Example with figures based on real case studies.

Research topics in FINANCE	Comments
<p><b>Strategies to avoid takeovers</b></p> <p><b>Agenda:</b></p> <p><b>Introduction: takeovers' legitimacy 1.</b></p> <p><b>Overview of takeovers' history 2.</b></p> <p><b>Financial tools against takeovers 3.</b></p> <p><b>Strategies preventing takeovers</b></p> <p><b>Conclusion</b></p>	<p>Poor topic. It is not a research project.</p> <p>A literature review of management is not a Master thesis. It is just a start of it.</p>
<p><b>Is takeover a satisfying economic alternative to internal growth?</b></p> <p><b>Plan:</b></p> <p><b>Introduction and problem statement</b></p> <p><b>1. External growth vs. internal development</b></p> <p>    1. - critical literature review</p> <p>    2. - advanced economic theories</p> <p><b>2. Takeovers</b></p> <p>    - characteristics and analogies</p> <p>    - Attempt of formalization</p> <p><b>3. Analysis of some operations released in the press.</b></p> <p><b>Application of the model.</b></p> <p><b>Conclusion</b></p>	<p>Good topic. It is a research project.</p> <p>Problem statement:</p> <p>Companies may develop through vertical integration or external growth (for instance, after a takeover). Economic relations rule these choices (specific assets, degree of market competition, customer and supplier relation, etc.) However, no model so far has tried to create a model for takeover's economic motivations.</p>

Research topics in AUDIT AND CONTROL	Comments
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<b>Continuous audit process control objectives</b>	Poor topic. Too broad
<b>How Big Four audit firms control standard-setting in accounting and auditing?</b>	Good topic, clear and tackling an empirical problem

<b>Research topics in INFORMATION SYSTEMS</b>	<b>Comments</b>
<b>GDPR</b>	Poor topic. Too broad
<b>What is the role of GDPR in the software development process?</b>	Good topic

### 3.4 Literature review

Your subject must be original. But there are only two situations in which there is nothing to read and cite on a topic: either you are an absolute genius and just developed a unique topic, or your topic is just not worth studying. Millions of people everywhere in the world work in research, so there must be some quality literature published on your topic or the one similar to yours!

You must immerse yourself in this literature. Note that books directly related to your research topic seldom exist. If this was the case and if everything had already been written, your subject would hold no interest. Yet you may often find subjects which are close to your own topic or which deal with concepts you introduce in your problem statement. For example, many works and papers have been published on innovation, which will help you give your own definition of innovation and make your initial choices. For example, you may choose to research product or service innovation or innovation in organizations.

You will find research papers more easily than books, and more frequently in Anglo-Saxon journals than in French ones.

Each time you read a paper or a book, write down its exact references and sentences you find relevant for your research (do not forget to write the page number as well!) and sum up the key points. Its best if you build a table where you mark an article title and authors, a year of publication, the research question discussed, and what was relevant for your future paper in this article. These files will be very useful when you are in the writing stage of your thesis.

The first reference is the most difficult to find. It is best to look in the top journals of your field, information about which you will receive in your Research Bootcamp. Afterwards everything becomes easier; you can look at a bibliography in this research paper and check out the works cited in it as well. Finding the first paper will lead you to other articles and so on.

#### □ *Available resources at EMLV libraries*

##### E-Books

**SCHOLARVOX** is a digital library of more than 35,000 E-books on "**Management**". It includes the "**Sciences**" collection and the "**Informatics**" collection. The platform offers a number of advanced functions for personal use and sharing: to stock books on a personal 'shelf'; to highlight and annotate passages; to share booklists and commentaries (Web2;0); print. In order to access these functions it is first necessary to create a personal account in the database.

**DAWSONERA** is a library giving access to more than 600,000 e-books across a wide spectrum of disciplines and in several languages. It specializes in Human and Social Sciences, Economics, Management, Law, IT, Mathematics etc.

**STATISTA** is a statistical site, offering market surveys and a Business Intelligence portal. It provides access to market data and the opinions of research establishments, as well as governmental institutions in English, French, German and Spanish. One of the largest databases in the world, the database comprises more than 1,500,000 statistics on over 80,000 subjects from more than 18,000 sources. Over and above direct statistics, Statista also provides market

forecasting data, industrial reports, market and consumption forecasts, and expected market trends. Statista offers statistics and results of surveys in histogram graphics and tables. This includes, for example, data on publicity, consumer behaviour, and a variety of fields of activity. These are presented in 20 categories, for example e-commerce, and electronic commerce, the media and publicity or society. Users also have access to perspectives on the digital economy, giving detailed information on the development of digital trading based on demographic and economic data.

### Academic journals

**BUSINESS SOURCE COMPLETE / EBSCO** is a database providing full texts and abstracts from more than 8,800 scholarly business journals and periodicals, covering management, economics, finance, accounting, international business, etc. The database also holds country economic reports, international company profiles and industry reports. Intranet access (from the school premises)

**CAIRN** gives access to full-text academic journals (in French) covering humanities, social sciences and economics. Issues are available from 2001. Intranet access (from the school premises)

**SCIENCEDIRECT** gives access to a full-text selection of 300 academic journals, published by Elsevier (in business, economics and finance, social sciences, psychology. Intranet access (from the school premises)

### Working papers and research

**BLOOMBERG Only available in labo L 305:** 10 terminals + 1 teacher's post available. Stock Market data in real time, and historic commodity market data on raw materials, derivatives, capital and currency markets. Company financial analyses (financial reports, ratios, estimates). Economic indicators and sector analyses. International current affairs from more than 90 Web sources and social networks.

**SCOPUS** is a database of quotes and abstracts from bibliographic research and Internet sites. The data processing is done on thousands of sources going back at least to 1996, and often much further (before 1900).

Scopus allows us to find the number of times an author, a group, a title or a research subject has been quoted... and to have a broad 10-year over-view thanks to a quote tracking function. Some references are accessible in plain text.

**XERFI 700** regroups sector studies on numerous markets in France, Europe and around the world. For France: diagnostics and forecasts on the economic and financial performance of the sectors and fabric of PME-PMI (Small-to-Medium



sized businesses/Small-to-medium sized industrial firms). 500 studies are available on the different sectors of activity. For Europe and the World: around 380 economic studies (Particularly focused on Germany, Spain, Italy and the UK). Xerfi therefore covers 700 sectors of activity, with information for each sector

The **EUROPRESSE** database proposes, amongst other things, access to a large number of national and international journals, including Le Monde.

**LE FIGARO** All students, professors and salaried employees of the Pôle Léonard de Vinci are able to receive a daily subscription to the digital version of Le Figaro: the next day's edition is available from 22.00 each evening, from Monday to Saturday. To take advantage of this offer on your computer, tablet and smartphone, sign up on the button in the Learning center databases.

To have more detailed information, please contact the libraries directly.

### *IN ADDITION*

#### *Other libraries – on site*

French university libraries, City University library (London) and some other specialized or non-specialized libraries are open to EMLV students doing Master theses upon an interview with a librarian and a letter from a supervisor.<sup>[1]</sup> Each student must manage his or her access to a library on an individual basis and access rights are sometimes charged.

#### **Examples:**

Dauphine: <https://bu.dauphine.psl.eu/s-inscrire/inscription-des-lecteurs-externes.html>

Sciences-Po: <https://www.sciencespo.fr/bibliotheque/fr/venir/conditions-acces.html>

- Although our students' ISIC card has many benefits (<https://isic.fr/benefits>), unfortunately it does not provide access to libraries.

#### *Other libraries – online*

The Sudoc catalogue (Système Universitaire de Documentation) allows bibliographical research to be carried out on the collections of French university libraries and of French institutions of higher learning, for all types of documents (books, theses, journals...): <http://www.sudoc.abes.fr>

*Other online resources:* search engines, guides in business and management

DOAJ (Directory of Open Access Journals) is a thematic index of publications with open archives. It gives access to 60 journals in economics and management and more than 450 in social sciences. Internet access: <http://www.doaj.org>

GOOGLESCHOLAR provides a way to broadly search for scholarly literature: peer-reviewed papers, theses, books, abstracts and articles, from academic publishers, professional societies, universities and other scholarly organizations. Internet access: <https://scholar.google.fr/>

HAL (Hyper Article en Ligne) is an open archive service created by the CNRS: working papers, preprint repositories in full text, in various academic areas. Internet access: <https://hal.archives-ouvertes.fr/>

IDEAS (Internet Documents in Economics Access Service) gives access to ca. 350,000 research papers in economics and management, published by universities and research institutes from ca. 50 countries. Internet access: <https://ideas.repec.org/>

RIME (online Resources In Management and Economics) is a directory of electronic materials comprised of nearly 700 websites specialized in business administration and international economics. Internet access: <http://www.netvibes.com/associationrime>

CERISE is an online Scientific supervisorial delivering methodology and advice, which will help you lead efficient surveys and use documents at best (at university). Internet access: <http://urfist.enc.sorbonne.fr/cerise/index.htm>

**Some available works concerning Research in Management available at the SCOLARVOX library:**

Alexander, G.L., Bennet, A. (2005) *Case Studies and Theory Development in the Social Sciences*, MIT Press

Atkinson, P. A. (2010) *SAGE Qualitative Research Methods Ed. 1*. SAGE Publications

Bechhofer, F., Paterson, L. (2000) *Principles of Research Design in the Social Sciences*. Taylor & Francis

Chevalier, F., Cloutier, L.M., Mitev, N. (2019) *Research methods for the DBA*. EMS Editions.

Denscombe, M. (2007) *The Good Research Guide for small-scale social research projects 3rd Edition Ed. 3*. McGraw-Hill UK

Gill, J. Johnson, P. (2010) *Research Methods for Managers Ed. 4*. SAGE Publications

Greasley, P. (2008) *Quantitative Data Analysis Using SPSS: An Introduction for Health & Social Science*. McGraw-Hill UK

- Hennink, M., Hutter, I., Bailey, A. (2010) *Qualitative Research Methods Ed. 1*. SAGE Publications
- Hewson, C., Vogel, C., Laurent, D. (2015) *Internet Research Methods Ed. 2* SAGE Publications
- Hughes, J. (2012) *SAGE Internet Research Methods Ed. 1*. SAGE Publications
- Leacock, C. J., Warrican, S. J., Rose, G. St. C. (2009) *Research Methods for Inexperienced Researchers*. Ian Randle Publishers
- Margolis, E. M. (2011) *The SAGE Handbook of Visual Research Methods Ed. 1*. SAGE Publications
- Sloan, L. (2017) *The SAGE Handbook of Social Media Research Methods Ed. 1*. SAGE Publications
- Smith, M. (2017) *Research Methods in Accounting Ed. 4*. SAGE Publications
- Swanson, R. A., Chermack, T. J. (2013) *Theory Building in Applied Disciplines*. Berrett-Koehler Publishers
- Tarling, R. (2006) *Managing Social Research: A practical guide*. Taylor & Francis
- Thanem, T., Knights, D. (2019) *Embodied Research Methods Ed. 1*. SAGE Publications
- Vogt, W. P. (2011) *SAGE Quantitative Research Methods Ed. 1*. SAGE Publications
- Walliman, N. (2015) *Social Research Methods: The Essentials Ed. 2*. SAGE Publications
- Webster, M., Sell, J. (2007) *Laboratory Experiments in the Social Sciences*. Elsevier Science

Do not mix up literature review and bibliography:

The literature review consists of listing and analyzing previous research published on the subject and its related topics. It is not just about reading and summarizing these works. You have to connect their results in relation to your problem statement, build the argument – what do you want to say, prove or refute with your study? At this point, it is advisable to meet experts in your research area, so that they can confirm whether your problem statement is relevant.

The literature review and meetings with experts will help you clarify your research question, and even discover a new question. At the end of this stage, you will be able to draw up hypotheses. Hypotheses stand for possible answers to your problem statement; the aim of your research is to validate them following your field survey or further analysis of existing data.

### **3.5 Describing your future research method**

Starting to collect data without a detailed plan you are likely to make mistakes in your data collection and analysis that would be impossible to correct after you've left the (data) field. Also it hinders the validity of your study as it becomes inconsistent. This part will help you answer the following questions:

- What must be observed in order to answer research question and confirm the hypotheses?
- How to collect this data (survey, case study, netnography...)?
- How would you measure the data and how would you make sure that the data is reliable?
- In which field would you situate your study (industry, companies, consumers, technology users...)?

The richness of available research methods is immense; therefore we do not introduce them here. You must start by consulting one of the Research Methods books mentioned above. You will then specify independently and confirm an adequate research method with your Scientific supervisor.

## 4. Research Proposal

As an EMLV student, you will have to submit an Interim Document – Research Proposal of 12-15 pages by February (please refer to the Process document on your Devinci Online for more detail). The aim is to help the student to focus on the task, both in terms of the topic area that they have chosen and a business problem, establish relevant articles in the literature review and quote definitions of the main constructs from them, to construct and argue research hypotheses/proposals that extend the “state of the art” knowledge on the topic, to describe the methodological approach and to set a working schedule for the remaining months. The document is described in more detail in *Appendix 2*, and the preparation for writing it will be provided during the Research Bootcamp/Research Methods Course.

Taking time to plan and reflect on the subject will help the student develop clear ideas for the development of this project, which has introduced him/her to academic research.

The mark for the Interim Document is weighted at either 20% (MBA, MSc) or 25% (Initial Education M2 – PGE; Double Diploma) of the final Thesis mark. Once it has been graded, the subject of the thesis can no longer be changed.

## 5. Empirical Part

The student must be vigilant while choosing the data collection method(s), ensuring that they are appropriate and meet the practical and academic needs of the research project. S/He must also make sure there is an adequate connection between the practical and scientific basis of the research project (in other words, that the project is both conceptually refreshing and pragmatically useful).

Administering a questionnaire, collecting interviews or observations must be undertaken with the utmost rigor, in line with the best examples of the methodology selected.

It is the student's responsibility to ensure that s/he discusses her/his intention to collect data within any organization with a member of its management. By doing this, the student will be able to understand whether it is necessary to obtain formal permission. Any permission(s) must be required **BEFORE** starting to collect any data. If needed, a confidentiality agreement may be signed between EMLV, the student and the company/organization concerned.

Remember- Supervisors will be more invested in your projects if you collect rich and pertinent primary data. You should ensure that primary data is kept in an easily accessible format. Should any queries about authenticity arise, you, as a student and collector of the data, will be required to produce records.

More details on the Empirical part are provided in the *Appendix 3 (p. 41)* and the necessary knowledge for writing it will be provided in the Research bootcamp/methods course and Data Analysis courses.

The mark for the Interim Document – Empirical part this year will be exceptionally included in the mark for the Full draft, to give the students more time to work on their thesis before deadlines and to simplify the timeline. MBA and MSC students submit the whole document as the next step. Once it has been graded, the research design the thesis can no longer be changed.

---

## 6. Final Thesis Document

The plan defines the general structure of the work: it may be drafted once both practical

and conceptual approaches have been investigated sufficiently in depth to allow the overall logic of the work to emerge.

There is no model plan, but all possible options have however six main standard structuring elements:

## 6.1 An Introduction

- Definition of the issue of the project and the objectives set,
- o The relevance of the study (in what way does the academic or professional literature indicate a need to work on this specific issue),
- o The professional and academic interest of the topic (what contribution is to be made by this thesis work),
- o The outline/plan of the Thesis structure.

## 6.2 A Thesis Body along with conclusions and recommendations

- A **structured and critical analysis** of the key theoretical concepts linked to the research proposal (aka literature review), of previous findings, which might be in contradiction with one another, arising from the **management literature** and **the answer to the issue**;
- A conceptualization of a research problem in the form of a hypothesis or a proposition
- A precise description of the **methodological approach** adopted, and the field data collected,
- An **analysis of the findings**, and in particular as compared to the literature and **the answer given to the issue**,
- **Conclusions and Recommendations** addressing the research question,
- Final conclusions on the topic including the limits of your project and ideas for further study, which are typically termed as “future research avenues”. The thesis

will be between 50 and 80 pages long. (Appendices not included).

### **6.3 A bibliography**

A bibliography, also known as a reference list, is a statement of all the academic sources that are cited in your thesis. It is both a measure of credibility: how deep your research is, and your ethics: how rigorous you are in paying credit to the work of others.

The mark for the Full Draft of the thesis is weighted at 60% (MBA, MSc and, exceptionally this year, also Initial Education M2 – PGE; Double Diploma) of the final Thesis mark. The rest of the points are obtained during the Oral Defense.

#### **6.3.1 The Scientific Approach Guidelines**

1. During the initial phase of defining a topic for the Thesis, the student must construct and get access to the bibliography, which shows the importance of the issue considered and whether it is sufficiently general. It is strongly advised to use Google Scholar and the Academic databases available on the portal, which allow to limit the search of documents to academic works only and offers practical functionalities to manipulate your search. Without a preliminary preparation, the project may be ill- conceived and hazy. Students should take the time to exchange with their Supervisors before they start working in order to avoid the problems many others before them have met, in particular by rushing out to collect field data before having reviewed the literature.
2. The research itself will involve a more in-depth approach, a critical analysis of the books and articles deemed the most important, with an emphasis on recent and pertinent publications. The student may also search advice from the Supervisor.
3. From the outset, it is essential for the student to consider how to proceed in order to collect the relevant literature sources. It is recommended to systematically note the details of the sources (articles and books), either by hand or in a computer file, sequencing the authors in alphabetical order. Using Zotero software (uploadable for free) to simplify constructing and storing the bibliography is highly recommended.

The following elements should appear on your list:

- Surname and first name of the author(s);
- Date of publication;



- Title of the article or chapter;
- Title of the journal or book;
- Volume and issue of journal, or edition of book;
- Page number(s);
- Summary of the contents;
- Evaluation of the relevance as regards the research project (in terms of the methodology used, empirical results, theories applied, etc.)

4. All sources in the body of the document will be quoted to avoid the risk of plagiarism.

5. Students must ensure that all background readings and quotations in the document and the Appendices are referenced correctly and completely, and listed in the Bibliography (also called a Reference list). The Bibliography will be presented at the end of the Thesis. Referencing in the bibliography will follow the format shown below:

**Book:**

GHAURI, P. N., & GRØNHAUG, K. (2005). *Research methods in business studies: A practical guide*. Harlow: Pearson Education.

**Journal article:**

MANDJAK, T. & PIRICZ, N. (2016). Cultural Aspects of Trust in Business Relationships. *International Journal of Business Insights and Transformation*, vol. 9, n°2, pp. 4-9.

KARJALAINEN, H. (2010). Can multicultural human resources management problems be solved by an organizational culture? *Management international*, vol. 4, n°4, pp.99-114.

A guide to help students use the APA format may be found on:

<https://www.mendeley.com/guides/apa-citation-guide>

<https://www.scribbr.fr/normes-apa/bibliographie-aux-normes-apa/>

<https://www.scribbr.fr/manuel-normes-apa/>

### *Important Note.*

There are two major difficulties that may hinder research:

- Too much literature: you should then focus on studying the texts by the recognized authors – to know who is the recognized author and who is not, look at the number of citations to her/his work in Google Scholar. That is a safer bet, even if the research output of this author may seem outdated – you can always add some of the latest and most pertinent publications on the topic that would show how the knowledge has improved since the time when the classical work was published;

- An absolute lack of bibliographical references available, which should lead you to approach your Supervisor in order to refocus the topic in order to compensate for this as best as possible.

### **6.3.2 Plagiarism**

*Plagiarism* is the use of all or part of another's work with the intention of claiming it as one's own.

When the student quotes "word by word" a passage of a work it is imperative to give the exact reference (Author, Year of publication, Page in the original work from which the quote was taken). This is considered a direct quote and must be put between quotation marks.

When s/he uses only the ideas developed in a work, it is imperative to give the reference as well but without indicating an exact page: (Author, Year of publication).

In any case, the complete reference must then be listed in the Bibliography section of the Thesis. This rule applies regardless of the publication medium of the original work (article, book, website, etc.)

**A Declaration of Commitment to respect intellectual property rights must be**

**signed and attached to the final document. In addition, all theses are analyzed by plagiarism detection software.**

IMPORTANT:

- Information on modalities of and sanctions for plagiarism are presented on [inforplag.com](http://inforplag.com), accessible from the <https://www.leonard-de-vinci.net/> portal. Please note that the penalties can go from nullity of a particular work (0/20), to exclusion and severe fines.
- In addition, on [infoplag.com](http://infoplag.com) one can find tutorials on using anti-plagiarism software, useful resources and tools to avoid plagiarism, and rules to respect while writing your dissertation or any other document involving work with literature. You can also contact Nathalie Ranea ([Nathalie.ranea@devinci.fr](mailto:Nathalie.ranea@devinci.fr)) if you have further questions.
- Each teacher can have a *Compilatio* user account (we are limited to a maximum number linked to the license agreement). Each teacher is in charge of scanning the theses of the students (s)he tutors. Information on how to create an account and integrate *Compilatio* is available in the DVO blended learning course: <https://devinci-online.brightspace.com/d21/le/content/11782/viewContent/14956/View>
- In order to make sure that there are not too many quotations in the text, each student can have a credit to check their own thesis for free going to the student portal: <https://www.leonard-de-vinci.net/> then on Learning center.
- In the Tutorial section, they can register and benefit from 80 pages of analysis: <https://www.compilatio.net/inscription/nqs37>

**All reported cases of plagiarism will result in an investigation by the Disciplinary Committee. Any confirmed case of plagiarism will incur the penalty of non-validation of the Thesis and the student will be summoned to attend a disciplinary hearing.**

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## **7. Oral Defense (MBA/MSc/PGE)**

The Supervisor and the student arrange the sessions at a time and date, which suits them both within the timeline available on the DVO (also, see the guidelines for finding the

slot in the Process document on the DVO). It s a student’s responsibility to find a second Jury member for the Thesis defense and get her/his choice validated by the Supervisor. This should be a professional or an academic from a field relevant to the student’s Thesis topic. It should not be a family member or a close friend of the student. A representative of the student’s employer may attend the presentation as a second Jury member. Exceptionally, the Supervisor has the option to invite other parties to attend the presentation.

### 7.1 Oral Defense description

The 45-minute session includes:

- your presentation of your Thesis work for 20 minutes,
- 20 minutes of Q&A that you need to answer on the spot,
- feedback to you on the strengths and weaknesses of the work.

### 7.2 Oral Defense guidelines

The student will present his/her topic, the issue, the research question, the methodology used as well as the key findings of the project and will indicate the contribution made by his/her study and how relevant it has been to his/her professional development. To avoid spending too much time simply repeating what can be read in the Thesis, the student should select some key elements and develop them further for discussion, in particular for what concerns findings or recommendations. If there are several students working with a supervisor and a joint defense is organized, Supervisor may ask students to act as opponents to each others’ work.

If possible, it is preferred that the oral defense should take place in person on one of the School campuses, or alternatively by video-conference with the agreement of all concerned.

The Oral Defense contributes 20% (MBA, MSC) or 15% (PGE-Initiale, Double Diploma) to the overall final grade for the Master Thesis.

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## 8. Practical Issues

In the following section we address some of the practicalities of the process that you will encounter.

### 8.1 Timeline

You must follow a few basics steps in order to keep on track with the Thesis timeline. In particular:

- Make contact with the Supervisor as soon as the latter has been appointed and arrange an initial meeting;
  - Check the Assessment Criteria for all stages of the project, from the Research Proposal, to the Thesis submission and the Oral Defense (where applicable). Feedback Sheets with full marking criteria will be available on line on the DVO;
  - Make sure you note the submission deadlines of the different stages of the thesis, and plan an activity schedule. Put this in your calendar on your phone and laptop. Set reminders. Quality work cannot be made at the last minute.
  - Keep regular contact with your Supervisor whilst working on the project. The following three moments are considered the minimum required to manage the process successfully:
    - At the beginning of the project in order to organize the following months,
    - Half way through the project to review progress,
    - Towards the end, to get some feedback on the draft document before final submission.
-

## 8.2. Format of the Thesis

The document should be between 50-80 pages (+/- 10%). The following rules should be observed:

### Layout

- Times New Roman / Font size 12
- Margins: 2.5 cm left / 2.5 cm right
- Line spacing: 1.5
- Page numbers (compulsory)
- Text justified
- No footnotes

### Title page

- EMLV Logo
- Thesis Title
- Student's First Name and Surname
- Program (PGE/ MBA/DBA/MS/MSc)
- Name of Supervisor
- Date
- Confidentiality Statement (if required)
- COMPILATIO Similarity Index (the Student will access COMPILATIO and complete this section when sending the final document)

### Contents

- Title page
- Acknowledgements (if appropriate)

- Abstract in French + key words ( $\approx$  1/2 a page)
- Abstract in English + key words ( $\approx$  1/2 a page)
- Contents page
- Introduction
- Main Body of the Thesis, organized in Chapters
- Conclusion
- Glossary of technical terms and acronyms (if required)
- Bibliography (APA Standard Format)
- List of Figures and Appendices with page numbers
- Appendix/ces

- Declaration of Originality -- Signed and dated

---

### **8.3. Calendar**

The student will find the deadlines for the Tutor choice, Research Proposal, Empirical part, Final Draft with Revised Version (if needed) and Thesis Defense for his/her program on the Devinci Online.

*Note:* Any late submissions will incur the penalty of 0.5 of a point for each additional day. There will be no extension permitted for either the Research Proposal or the final Thesis.

---

### **8.4. Submission Instructions for the Research Proposal, Empirical part and Final Thesis**

In accordance with the date stated in your calendar for the Research Proposal, Empirical Part and the final Thesis, the student is to upload her/his *Research Proposal, Empirical Part and Final Thesis* in digital format on the DVO platform, in the pedagogical space intended for this purpose.

The documents will have to be uploaded to the relevant DVO space by the expected date. Participants can consult the grading grid on line. The date the Final Thesis is uploaded to DVO will be accepted as the submission date, opening the right to start scheduling Thesis Defense with your Tutor.

The Dissertation is also to be uploaded onto the COMPILATIO anti-plagiarism platform. The Student will access the COMPILATIO site to obtain the Similarity Index and insert it on the cover of the Thesis.

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### 8.5. Re-submission of a Thesis

With a final mark above 08/20 (Research Proposal + Thesis), the student will be permitted to improve the Thesis to obtain a better mark. Only the mark for the Final Draft (resubmitted) will be counted for the calculation of the re-submission mark.

The Supervisor will explain what the weaknesses are of the Thesis and what could be done to improve this state of affairs via DVO feedback to these documents, but there is no automatic right to any additional supervision time for such students.

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## 9. Grading and Feedback

The mark for the work will be made up of the three elements according to the program taken by the student (PGE or MBA/MSc/Double Diploma):

Feedback sheets giving full details of marking criteria are available on the DVO.

**The Supervisor of the Thesis reserves the right to ask the student to revise the document in part or totally, if the layout or spelling is not considered to be acceptable at M2 level.**

### GRADING STRUCTURE FOR THE MASTER THESIS

Initiale	Double Diploma
• 25% - Research Proposal	• 25% - Research Proposal
• 60% - Empirical Part and Final Document: Thesis	• 60% - Empirical Part and Final Document: Thesis
• 15% - Oral Defense	• 15% - Oral Defense



<b>MBA&amp;MSc</b>
• 20% - Research Proposal
• 60% - Final Document: Thesis
• 20% - Oral Defense

## APPENDICES

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### Appendix 1: Thesis Supervision Sheet 2020/2021

❖ STUDENT:

Date of a meeting:

AGENDA OF THE MEETING (needs to be sent to the supervisor at least one day before):

SUBJECT/TITLE OF THESIS: .....

❖ SUPERVISOR:

Topic(s) to be raised:
Points(s) raised:
Decision(s) or Action(s)
Preparation for the next meeting Date and time: (to be confirmed?)
Remarks:

## Appendix 2: Research Proposal



### HOW TO STRUCTURE THE INTERIM DOCUMENT: RESEARCH PROPOSAL

**The aim of the Research Proposal is to help the student focus on his/her work (defining a relevant set of issues), to review the literature linked to the issue, and to describe what the chosen methodology is intended to achieve.**

This Interim Document will be between **12/15 pages** in length (excluding the cover page, the abstract, the table of contents and references).

The mark for the Interim Document is weighted at either 25% or 20% of the final Thesis mark, depending on a program. Once it has been marked and graded, the topic of the Thesis may not change.

THE RESEARCH PROPOSAL SHOULD INCLUDE:

- an **Introduction** to the research project;
- a **critical and structured review** of the concepts drawn from the academic literature.

**At this stage of the research there should be a minimum of 10 academic references listed; the number of literature sources will be increased for the final Thesis submission;**

- a description of the empirical study (including the chosen methodological approach and methods of data collection and analysis); <sup>[1]</sup><sub>[SEP]</sub>
- a **Schedule** identifying the key stages of the project; <sup>[1]</sup><sub>[SEP]</sub>
- a **Bibliography** laid out in the required APA format

See the sample structure of a Research Proposal further.

## ==Sample structure of a Research Proposal==

### COVER PAGE of the RESEARCH PROPOSAL

*A working title* – to present the area the student intends to research on.  
This may be modified before the final version of the Thesis is submitted.

*Student's First Name and Surname*

*Program (PGE/MBA/MSc)*

*Date*

*Supervisor's Surname*

**NOTE:** *the title of a Thesis is not necessarily word for word identical to the research question. The Thesis title needs to be validated by the Tutor.*

### ABSTRACT

Prepare an abstract of no more than 200 words, which responds to the following questions:

- What is the topic/theme of the research?
- What is the theoretical framework used?
- What is the general research question?
- What methodologies and research methods are going to be used?

**KEY WORDS:** the key words used to identify the relevant literature (focusing upon the concepts, or the methodology or the context/sector/geographical location of the study) – typically this are the keywords you specified in the algorithm when choosing your tutor.

## TABLE OF CONTENTS

### *INTRODUCTION to the RESEARCH PROPOSAL*

(1-2 pages)

- A general outline of the research question/issue, which shows:
  - The definition of the issue,
  - The relevance of the study (the research question may then be considered as justified),
  - The academic/managerial interest of the research.
  
- A provisional structure for the document: e.g. “In the next sections, we unpack.. elaborate on... state our contributions to...”

### *PRELIMINARY LITERATURE REVIEW*

(6-8 pages)

This section should demonstrate that the student has read reasonably extensively in the research area and can identify the main arguments and research questions covered by other authors. In order to identify the key concepts used in the research, the student should:

- o Identify and examine key theories relevant to the topic,
- o Develop a theoretical framework for this specific topic,
- o Define the key concepts used and develop a critical review of the relevant perspectives presented by a number of authors.

A literature review serves three purposes:

- To inform the researcher about what has already been done in the area, using both seminal texts and up to date articles to show the current state of debate. Using a wide range of sources, it should:
  - o Diversify sources,
  - o Present existing theoretical frameworks,
  - o Identify the various methodologies used by other researchers,
  - o Offer the opportunity to compare and contrast the results found in these articles with the results of the student’s research

- To establish credibility for the research project with evidence of a capability to critically review the literature in a constructive manner.
- To demonstrate the relevance and importance of the topic within the academic context and **allow to develop eventually clearly formulated research questions or hypotheses** which have meaning and applications for managers in the professional world.

The student should demonstrate, through strong reasoning, he/she understands the various standpoints by the various authors on the subject, using his/her own words and putting the various approaches of these authors in perspective. The work consists mainly in noting the common points and the contradictions between the various approaches and to underline the weaknesses.

**Consequently, this cannot be a series of book/article reviews for each one of the articles/books.**

***PLEASE NOTE:***

- 1. At this stage, the range of the literature may seem quite narrow, or staggeringly wide! The student should not worry when finding conflicting ideas from different authors in the literature as this is quite normal. He/she should take the time to read the articles found, several times over if possible, to enable him/her to identify useful documents for his/her research. It is essential to be able to understand what has already been written on the topic and identify what might be useful.*
- 2. The student is expected to produce a structured summary (5-6 pages) of a minimum of ten academic articles, using headings for sections and sub-sections to organize the contents. The quality of the sources is important as is their analysis. It is not merely a question of repeating the contents of articles by copying from the original text and pasting it into the work. All sources in the body of the work and in the bibliography should be referred to in the correct format as required by the School.*

### ***PRELIMINARY METHODOLOGY***

(1-2 pages)

As there are many different strategies and methods available, it is essential for the student to present his/her choice and justify why this is the most appropriate for the research project. It is necessary to show that the data to be collected and analyzed will enable to answer your research question.

### ***PLAN THE CALENDAR FOR YOUR PROJECT***

Building a schedule is essential to show the steps to follow and the deadlines for sending the work to the Supervisor. It is possible to modify this schedule but a project started without a schedule will result in stress and problems.

## Appendix 3: Empirical part



### HOW TO STRUCTURE THE INTERIM DOCUMENT: EMPIRICAL PART

**The aim of the Empirical part is to reflect on the procedures and the steps of data collection and analysis and to present the findings. The student must focus on explaining what has been done to collect and analyze data and what this analysis showed (interpreting the results), to mention the sources that explain the procedures of a method chosen, describe and cite the research works that use similar methodologies and provide examples of research work employing similar approach to analysis. Then the students provide a neutral description of quantitative or qualitative results of the analysis, followed by an interpretation based on the concepts defined in the literature review.**

This Interim Document will be between **15/25 pages** in length (excluding the cover page, the table of contents and references).

The mark for the Interim Document – Empirical part is weighted at 25% of the final Thesis mark, and will in 2020-2021 included into the mark for Thesis draft. Once passed the Research Proposal, the topic of the Thesis may not change.

#### THE EMPIRICAL PART SHOULD INCLUDE:

- a Detailed description of the **methodological approach**, particular method of data collection and method of data analysis related to the research project;
- a **Justification** of each decision taken either by quoting other relevant research in the field using the same method, or by a logical argument. In this part of the research project there should be a minimum of 5 academic references listed;
  - a Description of the **empirical results** (including the statistic tables or exemplary quotes, depending on the type of the analysis chosen);
  - an **Interpretation of the results** in light of the Literature Review identifying the key concepts and research questions of the project;



- a **Bibliography** laid out in the required APA format.

### **COVER PAGE of the EMPIRICAL PART**

*A working title* – to present the area the student intends to research on.  
This may be modified before the final version of the Thesis is submitted.

*Student's First Name and Surname*

*Program (PGE/MBA/MSc)*

*Date*

*Supervisor's Surname*

**NOTE:** *the title of a Thesis is not necessarily word for word identical to the research question; it needs to be validated by the Tutor.*

### **ABSTRACT**

Copy the abstract from the Research Proposal

**KEY WORDS:** copy the keywords from the Tutor Matching procedure.

## TABLE OF CONTENTS

### METHODOLOGICAL APPROACH

(1-2 pages)

□□Reminder of the research question/issue, and a justification why a particular approach (qualitative or quantitative) fits best with it

As there are many different strategies and methods available, it is essential for the student to present his/her choice and justify why this is the most appropriate for the research project. It is necessary to show that the data to be collected and analyzed will enable to answer your research question.

The description of the proposed methodology will show its strengths, weaknesses and limitations. In addition, it should include:

- A justification of the choice of approach (quantitative/qualitative/mixed methods),
- An outline of the sampling technique with details of access to individuals to be interviewed (availability of data)
- Details of the methods and administration of data collection,

### PRESENTATION OF THE FIELD/SAMPLE IN QUESTION

(2-3 pages)

- An overview of the context (economic sector, region, country etc...),
- Details of the types of information sources and data that will be used,

### DATA ANALYSIS PROCEDURE

(2-3 pages)

- How data was processed.

***PLEASE NOTE:*** *The empirical study will necessarily rely on primary data, with the*

*possibility of using secondary data sources if relevant.*

- *The thesis must refer to five standard methodology texts at least.*

## **PRESENTATION OF RESULTS**

(5-10 pages)

- detailed description of what the analysis showed, including quotes, tables, figures, diagrams and other ways to visualize your data .

## **INTERPRETATION OF RESULTS**

(5-8 pages)

- interpretation of the results
- conclusion based on the results that answers the research question
- comparison of the results to the results of key studies on the similar topic mentioned in the literature review

## **FINAL THESIS DRAFT**

contains RESEARCH PROPOSAL **extended with more literature and improved taking in account the tutor's feedback**, and the EMPIRICAL PART **improved taking in account the tutor's feedback**. See the detailed overview of its sample structure below.

## Appendix 4: Structure of the Thesis



**TITLE OF THE THESIS**

**STUDENT First Name and SURNAME**

**Thesis Masters in ... (identify PGE/MBA/MSc and full name of program)**

**Campus and Date:**

**Supervisor:**

**COMPILATIO Similarity Index: (to be completed by supervisor)**

**Please indicate if this document is Confidential YES   NO**

## Acknowledgements

If you wish to thank a company or any particular individual that have helped you directly or indirectly to complete your work...

Abstract in French + KEYWORDS ( $\approx$  1/2 page)

Abstract in English + KEY WORDS ( $\approx$ 1/2 page)

## Table of Contents

Page

Author's Declaration of Originality

Acknowledgements

Abstract in French + Key Words

Abstract in English + Key Words

### Table of Contents

1. Chapter 1 Introduction ..... #

2. Chapter 2 Literature Review..... #

Second-level title

Third-level title

*This format should be followed for as many chapters as there are in the body of the document*

3. Chapter 3 Research Methodology..... #

4. Chapter 4 Findings and Discussion .....#

5. Chapter 5 Conclusions and recommendations ..... #

Glossary of Technical Terms and Acronyms.....#

Bibliography ..... #

List of Figures .....#

List of Appendices (if required) .....#

Appendices

# = Insert page number

## Introduction

The Introduction will state the research question agreed with the Supervisor.

An outline of the dissertation should also be provided for the reader.

All the margins will be 2.5 cm (Top/Bottom, Right & Left).

If bullet-points are used to list items, they must use the following format

- item....
- item ....
- item ....

When inserting a table or a figure, the label should include a number and a title as in the example given below. If using a figure or table produced by someone else, the source should be identified: (Author, Date, page).

**FIGURE 1**  
**Online Boundary Management Drivers, Behaviors, and Consequences**  
 Preferences for segmentation versus integration  
 of professional and personal identities

	Integration	Segmentation
Self- verification	<p style="text-align: center;"><b>Open boundary management behaviors</b></p> <ul style="list-style-type: none"> <li>• Decrease average respect</li> <li>• Decrease average liking</li> </ul>	<p style="text-align: center;"><b>Audience boundary management behaviors</b></p> <ul style="list-style-type: none"> <li>• Protect but do not increase average respect</li> <li>• Decrease average liking</li> </ul>
Self- enhancement	<p style="text-align: center;"><b>Content boundary management behaviors</b></p> <ul style="list-style-type: none"> <li>• Increase average respect</li> <li>• Increase average liking</li> <li>• Moderated by online boundary management capabilities</li> </ul>	<p style="text-align: center;"><b>Hybrid boundary management behaviors</b></p> <ul style="list-style-type: none"> <li>• Increase average respect</li> <li>• Increase average liking</li> <li>• Moderated by online boundary management capabilities (most demanding behaviors)</li> </ul>

(Source: Ollier-Malaterre et al., 2013, p.652)

Figure 1. Online Boundary Management Drivers, Behaviors and Consequences

The text should follow immediately after the table or figure, ensuring that it is in the correct format.

## Chapter 1 - Title

The format for the Chapter headings is Times New Roman Emboldened, 12 points, single spacing. Double-line spacing before the title of the chapter. Ensure that all numbering for chapters and sub- sections are in order the text ....

	All residents	British	EU	Non-EU
All residents	65,176	58,946	3,813	2,397
UK Born	55,777	55,304	321	145
Non-UK Born	9,382	3,635	3,492	2,251
EU	3,705	343	3,136	25
Non-EU	5,677	3,092	356	2,226

(Source: Office of National Statistics)

Table 3 Estimates of the resident population of the UK, country of birth by nationality held, 2017

When using tables, graphs or figures, the student should ensure they are referred to in the body of the text to explain their purpose. Any illustration must be connected to and support the text around it.

Footnotes should be avoided.

Referencing in the body of the text should show the name of the author and the date of publication between brackets. For example, (Takata, 2016) refers to an idea or concept develop by Takata in an article or book published in 2016. When there is a direct quote, the reference would look like this (Takata, 2016, p.249), clearly showing that the quote can be found on page 249 of the work published in 2016. Complete and correct reference details will be listed in the Bibliography at the end of the document, before the Appendices.

Every Appendix included should be referred to in the body of the text. Simply including something as an Appendix is of no value. Every chapter should be started on a new page.

**Chapter 2 – Title of Chapter 2, and all the next chapters follow the same structure.**

Text .... Every paragraph uses the body of text format.

Text .... Quotes of less than two lines should be in the body of the text. They will be inserted between quotation marks, followed by the name of the author, the date of publication and the page on which it can be found. These three elements are enclosed between brackets. Any quote of three lines or more will be indented as in the following example:

*« Quotations are in Times New Roman, 11 point, italics, single-spaced with the text centrally- justified. It should be indented 0.5cm on both the left and right from the body of the text around it. » (Translation from: Trucmuche, 2010: 66)*

After the quote the text resumes normally.

## 2.1 Second-level Title

Text ....

## 2.2. Second-level Title

Text ....2.2.1

### Third-level Title

### Third-level text

Text ....

*This is the format for as many chapters as there are in the document*

## **3. Conclusion**

This section will draw together the whole document and present conclusions and include a section of personal reflection on the research undertaken and what the experience has meant for the student.

## **4. Glossary (if required)**

The list of technical words, terms, abbreviations, acronyms used in the thesis with their meanings.

## **5. Bibliography**



One simple rule: all references are correct and complete and presented in a consistent manner throughout the document.

Only those sources actually referred to in the thesis, including articles, books and websites, should be listed. Every other source investigated over the life of the research project should not be mentioned.

Presentation rules:

References should be broken down in categories (books, academic articles, newspaper articles, websites, electronic messages, etc...

Authors should be in alphabetical order in each of the categories

EMLV has adopted the APA format for the preparation of all references. There are guides available online to understand the citing rules, for instance:

<https://www.scribbr.fr/manuel-normes-apa/>

Book<sup>[1]</sup><sub>[2]</sub> AUTHOR(s) NAME, Initial(s) (date of publication) *Title of book (in italics)*  
Edition number, City, Publisher

Example: BERNARD, O. & JOFFRE, C. (2017) *QCM – Comptabilité quotidienne*. Caen  
, Editions EMS YIN, R.K. (2003). “Case Study Research: Design and methods.” London,  
Sage

Academic journal article

AUTHOR(s) NAME, Initial(s) (Date of publication) Title of the article, *Title of the Journal* (in italics), Volume (Issue), page(s)

## Appendix 4: SAMPLE LIST OF KEY WORDS BY DISCIPLINE

To be used in the algorithm

<b>Disciplines</b>	<b>Key words</b>
<b>Accounting, Audit &amp; Control</b>	audit control controle de gestion corporate finance CSR corporate social responsibility sustainability issues gender diversity information disclosure intellectual capital management accounting management control system performance performance management practice turn social and environmental accounting/reporting
<b>Economic &amp; Decision Sciences</b>	data economic policies European union geopolitics impact of crises      prediction
<b>Finance</b>	corporate finance corporate social responsibility cybersecurity economics ESG and firm performance financial innovation financial markets ICO intangible asset      investment market financeperformance risk
<b>Information Systems</b>	big data      color data science digital transformation ergonomics innovation
<b>Operations Management</b>	artificial intelligence green supply supply chain supply chain management

<b>Organization, Management &amp; Human Resources</b>	diversity ethics future of work collaborative spaces AI & digitalization history influence of technology in the workplace/on workers intercultural management leadership motivation gender and diversity organizational behaviour social innovation CSR strategy HR strategy technology well-being
<b>Marketing &amp; Sales</b>	applied bayesian decision algorithm collaborative economy and ethical fashion communication digitale consumer consumer behavior customer experience data analytics data science & machine learning digital marketing digital retail direct marketing data analytics innovation marketing digital marketing negotiation online behavior & performance performing arts programmatic advertising responsive consumption retail social innovation and performance measure survey market sustainability sustainable growth
<b>Strategy &amp; Business Policy</b>	competition

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creative industries digital entrepreneurship experiential marketing innovation management international knowledge management leadership international management social innovation strategic management strategy stress; burnout resilience, agility sustainable development team collaboration technology management AI innovation management commercialization venturing valuation
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## Appendix 5: SAMPLE LIST OF PROBLEMATICS BY DISCIPLINE

### Organisation management and human resources

- **Research topics**
  - Proactive behaviour in organizations
  - Creativity
  - Voice behaviour
  - Expatriation
  - Skilled migrants

#### ***Methodologies linked with the research topics***

Survey methodology, experiments, quantitative methods

- **Research topics**
  - Technology at the workplace
  - Digital media
  - Transparency
  - Occupations
  - Well-being

***Methodologies linked with the research topics***

Thematic Analysis, Semantic Analysis, Discourse Analysis, Narrative analysis, Visual analysis

- **Research topics**
  - Perceptions relatives à la génération Y et Z : valeurs, compétences et insertion en entreprise. Projet de recherche en partenariat avec l'ANDRH.
  - Nouvelles formes d'organisation et postmodernisme. Participation à un numéro spécial de la Revue Management et Avenir.
  - Risques géopolitiques et expatriation : projet de recherche associant l'ASIS et l'EMLV.
  - Nouvelles formes de motivation et obtenance des néo consultants en situation de commercialisation de leurs activités professionnelles.
  - Nouvelles technologies appliquées à l'enseignement à distance et formes de motivations.
  - Contrôle de gestion et pilotage de la performance : étude de cas primée en contrôle de gestion et comptabilité par la CCMP en 2015.

***Methodologies linked with the research topics***

Analyses quantitatives de type PLS (Smart PLS) / Analyse qualitative de type sémantique (ALCESTE).

- **Research topics**
  - Strategic management within European business schools in the long run
  - Time and temporality in strategy
  - Longitudinal approaches in organization studies

***Methodologies linked with the research topics***

Qualitative studies (analysis of archives + interviews)

***Strategy and business***

- **Research topics**
  - Intellectual Property

- Law & Economics
- Global Strategy and International Business
- Innovation
- Business in China

***Methodologies linked with the research topics***

Econometrics (GMM, FE, DID, etc.), SEM, quantitative indices, surveys, case studies, interviews, legal research

- **Research Topics**

Communicational and motivational approaches of entrepreneurship, Gender theory applied to leadership and entrepreneurship, Employee-Driven-Innovation, Open Innovation, Inter-organizational collaboration

**Methodologies linked with the research topics**

- Content and Discourse Analysis
- Actor Network Theory
- Practice Theory

- **Research topics**

- Innovation management
- Information Systems Management
- Information Communication Technology
- Entrepreneurship and innovation.

***Methodologies linked with the research topics***

Case studies, Qualitative methodologies

***Research topics***

Web marketing/Web design, mobile commerce, social media, consumer behavior

***Methodologies linked with the research topics***

Structural equation modelling, Experimental design

***Marketing and sales***

- **Research topics**

Lorsque les nouveaux comportements de consommation induits par les technologies numériques modifient les relations entre offreurs et consommateurs.

Etudier les processus de consommation multi-canal et omni-canal

- Les interactions multiples dans un contexte de consommation omni-canal
- Les stratégies managériales à mettre en œuvre lorsque réel et virtuel s'entremêlent
- Les nouveaux facteurs et déterminants de la consommation multi-canal et omni-canal
- Les communautés traditionnelles : des réseaux sociaux numériques ?

### ***Methodologies linked with the research topics***

Psychologie, sociologie et marketing.

- ***Research topics***

- Customer relationship in services; Macneil's Norms in B to C context
- Digital transformation
- Customer relationship in other areas (B to B context: auditor-audited relationship)
- Gender diversity and performance
- Access to top management

### ***Methodologies linked with the research topics***

Qualitative and quantitative studies.

- ***Research topics***

- Service Quality
- Sales Management
- Digital Marketing
- Innovation
- Eco/Green Marketing
- B2B Marketing

### ***Methodologies linked with the research topics***

Structural equation modelling, Experimental design

- ***Research topics***

Réseaux sociaux numérique, communautés virtuelles, objets connectés, systèmes de recommandations.

### ***Methodologies linked with the research topics***

Nvivo, Smart PLS, XLSTAT PLS PM, Amos, SPSS, R, Python, Pandas, Sci-kit, etc.

- **Research topics**

Économie numérique et marketing

- Économétrie pour marchés digitales
- Étude du comportement des consommateurs

***Methodologies linked with the research topics***

Domaines numériques associés : la recherche appliquée, probabilités, indicateurs, analyse enquêtes, études sur le terrain, expériences en ligne

### ***Economic and decision science***

- **Research topics**

Enjeux européens et géopolitiques :

- Construction européenne
- Union européenne : institutions, politiques, acteurs
- Politiques extérieures de l'Union européenne
- Entreprise et géopolitique

***Methodologies linked with the research topics***

Approches qualitatives, entretiens.

### ***Finance***

- **Research topics**

- Asset pricing,
- Portfolio management,
- Financial risk management,
- Investment fund performance

***Methodologies linked with the research topics***

Non-linear modelling, non-parametric methods, empirical finance



- **Research topics**

Term structure of interest rate, Derivatives, Energy market, Banking regulation, Network analysis, Ecological economics and Sustainability

***Methodologies linked with the research topics***

Continuous time modelling

***Accounting, Audit and Control***

- **Research topics**

- Corporate governance,
- Corporate social responsibility,
- Tax practices,
- Stock market liquidity,
- Financial decisions
- Financial contagion.

***Methodologies linked with the research topics***

Panel regressions, difference in difference, Simultaneous equation modelling, Instrumental variable method, Generalised method of Moments etc.