

MASTER THESIS GUIDE

v5

Applicable to :

- Grande École Program
- MSc programs

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FOREWORD

The purpose of this document is to provide students with a practical guide for the completion of their master's thesis:

- It covers the basics of management study and research methodology useful for the elaboration of work requiring the definition of a work problem, the justification of a methodological approach as well as the respect of formal presentation standards. Thus, this note is intended to help mark out the work and provide essential reference points when a methodological problem arises in the approach or a particular difficulty ranging from the choice of subject to the writing of the master's thesis and its defence. **These reference points will be largely completed by the e-learning module on the Methodology for the elaboration of the Master's thesis and your Master's thesis tutor in case he/she has particular requirements.**
- **Particular emphasis is placed on the fight against plagiarism, which the School is engaged in.**

The master's thesis can be an important part of the *curriculum vitae* and differentiate it during a job interview, or even a decisive element in an application file for other studies. Therefore, the greatest care should be taken in its completion.

From a practical point of view, the choice of a research topic will allow you to assign a tutor for your master thesis, thanks to your registration on the e-learning module platform. Then, after discussion with your tutor, the master thesis topic will have to be validated by the tutor. In all cases, the subject and the resulting problem will be related to your field of specialization.

IMPORTANT REMARKS: As you will be reminded later, we draw your attention to the fact that :

- 1. Students registered only in MSc. must write their master thesis in their specialty;**
- 2. Students registered for the double degree PGE and MSc. must write their master thesis in the specialty corresponding to the MSc. failing which they will lose the benefit of the double degree;**
- 3. Students enrolled only in PGE write their master's thesis in the theme of their choice, provided it is related to management in the broadest sense.**

To prepare these two steps, it is up to you to :

- Read this "Guide to the Master's thesis" carefully in order to immerse yourself in the spirit of this exercise.
- Prepare an interview with your master's thesis tutor by doing a preliminary literature review (identify and present to your tutor a minimum of five academic articles; seven articles is a satisfactory gauge; avoid exceeding ten articles). Then define your subject and formalize on paper any ideas you may have so that you can discuss them effectively with your tutor.

MASTER THESIS

Pedagogical interest of the master thesis

The Master's thesis represents a special moment in the training of all students at the Master's level:

- It testifies to the **quality of the training received** and as such it will be an **important document for the student's future career path** (during job interviews, for example).
- It reflects the student's **area of specialization** (to obtain an MSc, students write their dissertation on a problem related to their specialty)
- It demonstrates the **ability of ICN students to carry out large-scale work** by implementing a research methodology and thematic reflection in a management field.

The process of conception and realization of the master's thesis is important and constitutes a particular pedagogical act. The organization of the work and a good understanding of the requirements expected for this kind of document are the main key factors of success. Students must overcome three main pitfalls that contribute to making the master's thesis an original pedagogical act:

- **time management:** the submission of the master thesis is generally at a distant deadline which will impose unusual time management on students. Indeed, the work can begin in M1, while the final manuscript must be submitted in M2. In order to do this, **the process of completing the master's thesis has been structured around 4 main stages giving rise to the delivery of deliverables at regular intervals** (see details in the e-learning module Methodology for the elaboration of the Master's thesis **Unit 1**).
- **information management:** the need to combine plural sources of information, situated in different and sometimes contradictory fields, will impose on students the posture of a researcher who must confront sources and points of view.
- **managing relations with your master's thesis tutor,** who is your main contact and advisor throughout the completion of your master's thesis.

The exercise should not be seen as a constraint to meet administrative requirements but as an opportunity. That of a relative pedagogical autonomy allowing one to familiarize oneself with methods that could be useful in a professional context.

The master's thesis requires a certain level of requirement in terms of both content and form. It presupposes a certain degree of in-depth knowledge, in particular through the search for a sufficient academic bibliography, a rigorous analysis of the information collected, and the relevance of putting it into perspective in the context of a well-argued reflection.

The Master thesis tutor

The master thesis tutor has a real role of pedagogical assistance:

- **He/she accompanies the** students with the answers to their questions and gives them advice (he/she can reorient the subject or clarify it);
- the tutors of the Masters thesis are coordinated by their department head;
- each master memory tutor will set more precisely the modalities and rhythm of the contacts. It is advisable to clarify them from the outset ;
- **He/she evaluates and validates the work on a regular basis** during key steps such as: the definition of the subject, the presentation of the problem, the methodology and the information processed as well as the plan thanks to the evaluation of the various deliverables deposited on the e-learning module platform and regular feedback and evaluations.

However, the Master's Thesis Tutor **is not your research assistant**:

- S/he will not teach again, and in a private lesson, elements of methodology that have already been studied by the student during his/her course at ICN Business School and the content of the e-learning module on the Methodology for the elaboration of the Master thesis (see details **Unit 2**);
- He/she will not necessarily be available the minute you request him/her (allow for a response time during busy periods - April to July, September - and don't expect a response from him/her during summer vacations - mid-July to the end of August);
- He/she will take the necessary time to study and evaluate your proposals;
- He/she will not be able to answer questions that are too vague;
- He/she will refuse any work deemed not to conform to the requirements of the Master's thesis exercise, regardless of the reasons given by the student.

To avoid any problems: **ANTICIPATE!**

The objectives of a master's thesis

A master's thesis is based on a triple requirement

The demonstration of technical skills of a student who completes training in a specific area of specialization. He must be able to understand a situation in a given context, to know how to choose and master the relevant management tools in a particular field (commercial, financial, economic, human, legal...) or in a transversal way.

The highlighting of conceptual skills: to be able to conceptualize a problem, to present works and publications useful for its understanding, to confront and put into perspective theoretical elements that are sometimes transversal, to develop a reasoned reflection, to use and/or elaborate reading grids.

The highlighting of professional skills and action. All knowledge produced on practices is in itself already an action (making sense). But here it is a question of highlighting the ability to search for and process information, the ability to make contacts, the ability to argue, to formulate proposals in a realistic framework and the ability to take a critical look (to step back, to question, to take a position... with modesty and without certainty).

Risks in the choice of subject

Risks related to the nature of the subject: a subject that is too simple and without real consistency; too complex or too ambitious; "microscopic", too broad or with ill-defined boundaries; uninteresting or too fashionable.

Risks related to the choice of subject: the work required must not be one that is essentially based on constraints but must above all allow for the pleasure of discovery and enrichment. The subject must be based on a theme in which the student has an interest and/or which will be useful to him/her at the beginning of his/her career (expected skills or complement to the training followed). It is therefore important to discuss the subject with the master's thesis tutor before "embarking" on research.

Characteristics of an acceptable master thesis

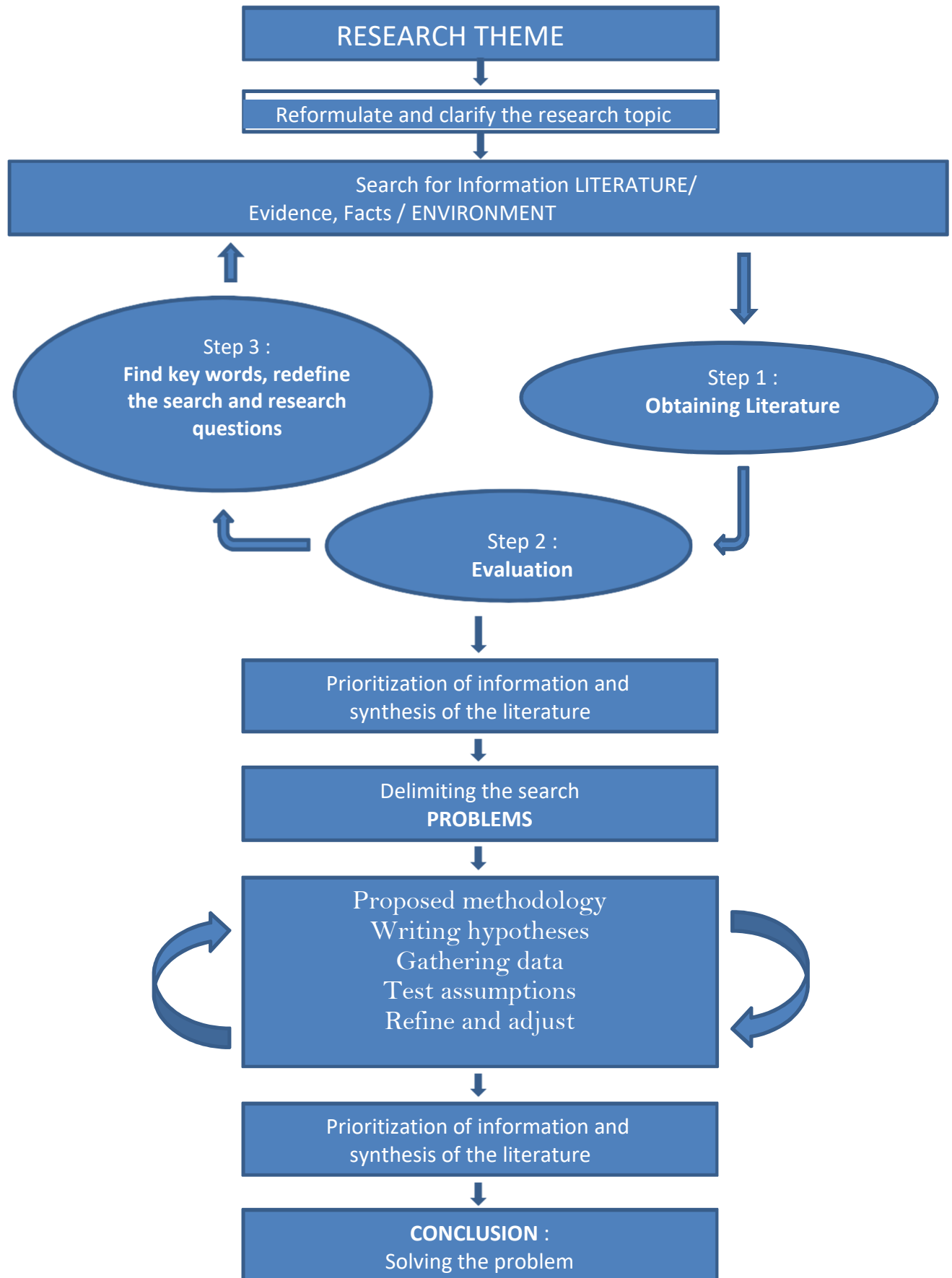
- 1) **It supports a thesis, i.e. it is** neither descriptive nor based on opinions ;
- 2) It is based on **an original** (different from what is done in the literature), **interesting** (based on your observations, or your professional experience) and **precise** (a single question) **issue. It is** imperative that this problem be justified (in a consequent introduction);
- 3) It is based on a **minimum of 5 academic references** (academic and scientific peer-reviewed journals) and **about twenty references of all types** (professional sources, books); the attention of students is drawn to the fact that 5 articles constitute a minimum below which the literature review is likely to be considered too weak; a target of seven scientific articles is an acceptable gauge; it is not advisable to go beyond ten-twelve articles, because the risk of making too superficial an analysis is high.
- 4) He develops **a plan that answers the question;**
- 5) It **proposes an analysis methodology** to answer the question (*surveys*, analysis of quantitative or qualitative data, case studies). If no data is available, the master's thesis will be more of an exploratory research type.
- 6) **It provides an answer to** the question asked and this in a **critical** manner.
- 7) **He scrupulously cites any information or references both in the text and in the bibliography** to avoid falling under the influence of opinion.

THE STAGES OF THE REALIZATION OF A MASTER THESIS

The acquisition of the methodology specific to research in general and to the Master's thesis in particular is provided for in the e-learning module on the **Methodology for the elaboration of the Master's thesis**.

The Master's thesis tutor is there to assist you: do not hesitate to ask for him/her and to meet him/her as soon as possible and throughout your work.

The diagram on the following page illustrates the main steps of the methodology for the realization of the master thesis.



Documentary research

After having selected your research theme, you should then embark on a *first phase of* broad investigation. For the students, this consists essentially of focusing on documentary research, collection and initial processing of information.

The inventory and collection of bibliographical information is an important phase. In general, the first phase of information research should be carried out by going from the general to the specific:

- the **most general**: books, manuals, dictionaries, thematic files, articles, videos.
- the **most specialized**: academic journals, research documents concerning the subject that concerns you most directly.

Professional information such as trade journals and internal company documents can be useful for appreciating practices and speeches but should be considered as such.

Students should also not hesitate to refer to Anglo-Saxon bibliographical sources. In general, students are invited to refer to "reference journals" (usually in English) in their chosen field of specialization. For example, in organizational behaviors, one can refer to :

- Academy of Management Journal
- Academy of Management Review
- Organization
- Organization Studies
- Management Science
- Journal of Organizational Behavior
- Journal of Management
- Journal of Management Studies
- M@n@housing

Etc.

An indicative list of journals in management sciences, established by the CNRS, is available online on MyICN.

You will find books, scientific articles and data in French and English and in full text in the documentary databases available from the Knowledge Hub <https://fr.knowledgehub.icn-artem.com/>.

At all stages of the bibliographical research, the page dedicated on the Knowledge Hub to your master thesis will be useful with information such as :

- Recommended reading
- Old Master's theses
- Video tutorials including Zotero for managing your bibliographic references
- Guide to the APA standard to properly cite your sources
- Appointments and contacts

Before contacting your tutor, please consider contacting the ICN Library team either by email (documentation@icn-artem.com), by chat from the Knowledge Hub, by video by appointment or on site (Nancy at the ARTEM media library; Paris and Berlin at the K'Hubs when the team is

travelling) for all your requests related to the use of the Knowledge Hub, a specific database, your documentary research or the search for a book or a reference. ICN Library also organizes workshops around October-November to help you get started with the Knowledge Hub and in the management of your references and citations with the Zotero tool.

Precision of the subject

Information gathering should allow for a **clearer definition of the subject** and its boundaries. It involves two techniques:

- **Documentary research:** thematic search, keyword search, bibliographical feedback.
- **Interviews with "experts" and/or practitioners:** directive, semi directive, non directive interviews.

In summary, at the end of this first step, you should be able to :

- formulate precisely your subject: what are the notions used, what ideas do you think you will develop and what are the boundaries of this subject ;
- justify the interest of the subject: is it new or original? Is there a particular context that can justify it?
- to prove that the subject allows the confrontation of a real situation with a reflection mobilizing theories and/or models.

☞ **It is important to have the subject validated as quickly as possible before going any further. This is an opportunity for useful discussions and exchanges with the tutor of the master thesis.**

The definition of a problem

Your master's thesis can cover any management issue and/or the results of which could be useful to companies. Nevertheless, it should be noted that **all candidates for the MSc should make sure to choose a problem related to their specialty.**

The problematic is used to delimit the field of reflection by expressing the general questions or problems that are posed on the subject. After an initial questioning phase, which consists of collecting and processing an initial documentation on a general theme (often a rather unordered phase of researching information on all sides of the subject), a second phase should enable the master's thesis to be structured around a question¹.

The role of this question is essential: without it, the work risks being pointless and difficult to conduct. It is this question that will guide your personal research and your master's thesis. As far as possible, it should be formulated with care, meticulousness and rigor. Its formulation may evolve in the course of the work.

It is advisable, at least initially, to link a subject and a problem. A first step will consist in carefully defining the concepts and notions and then, in a second step, to characterize the link between this subject and the problem.

¹ Usually the question(s) to be asked are of the type "Why ...? ", " How... when...? ", " What are the factors. ...? ", " What are the conditions... ? ", " What are the stakes ... ? ».

The problematic leads to the **justification of the interest** and **objectives of the work**

envisaged, to the expression of the **points of view defended** and to the **formulation of working hypotheses** (methodological hypotheses and ideas put forward that will have to be validated or invalidated) and

possibly postulates. Finally, the problem proposes a **methodology for treating the subject** (investigation plan).

The problem proposal is the subject of **Deliverable 1**, planned and explained in Unit 1 of the e-learning module on the **Methodology for the elaboration of the master thesis**. This grade will count for 15% of the final grade of your master thesis.

Different types of research

The choice of a type of search depends on the goal you are pursuing. Three types of research are possible.

Exploratory research: this involves collecting information and points of view from various sources and assembling them in an original, relevant and interesting way. The reader must not only feel that they are learning something new, but that it is presented in an innovative way. This type of work is therefore not a simple transcription of something that has already been said by others. The way in which ideas are assembled and presented is very strongly marked by the author of the master's thesis, as much by his assertions as by the evidence offered in support of his assertions.

Descriptive research: it aims to obtain specific information on a given subject. It generally starts from a hypothesis that it verifies in order to confirm or disprove it. It is used when the situation to be studied is fairly clear, the information needs are sufficiently precise and the problem and variables are well identified. It is often preceded by exploratory research that helps to formulate the initial hypothesis and to better understand the parameters to be studied.

Experimental research: the aim is to test the hypothesis of a causal relationship between variables (econometrics, regressions, etc.). The Methodology of Experimental Research is a set of methods and modes of reasoning intended for any experimenter wishing to carry out experimental planning. Its purpose is to enable him to optimize the efficiency of his experimental research whatever his branch of activity. To do so, it will help him to express his problem as well as possible and to propose optimal experimental strategies (sequence of experimental designs in time) according to the objectives he has set and the means at his disposal.

The methodology: the investigation plan

After these "clearing", inventory and definition phases, a fourth phase must be initiated. It is at this stage that more specialized bibliographical and experimental information is collected and processed (elements from previous studies or surveys, interview reports, data files...) and that the **methodological methods of investigation must be specified**: Clinical case study? Interviews? Statistical studies ?

This phase is built around numerous round trips during which students frequently come back to previously processed documents in order to build an investigation plan. It is then necessary to write reading notes, reports, personal reflections...

The proposed methodology is the subject of **Deliverable 2**, planned and explained in Unit 1 of the e-learning module on the **Methodology for the elaboration of the Master thesis**.

This grade will also include the detailed outline of your master thesis and will count for 15% of the final grade of your master thesis.

It is advisable that this grade be the subject of an oral interview with your teacher. This **investigation plan** is not "set in stone", it is subject to amendment, correction and rewording on numerous occasions.

WRITING AND FORMAL PRESENTATION OF THE MASTER THESIS

It is important, contrary to popular belief, not to consider writing as the last phase: it is throughout the research work that you will have to write intermediate notes that will find (or not) their place in a final stage.

The structure of the master thesis

The volume is approximately 50 to 80 pages excluding appendices. In general, a master's thesis consists of two to three parts (4 being exceptional).

You will pay particular attention to the different **titles of your chapters and sub-sections**. Their reading should guide the reader. You will make sure that the developments correspond to the headings. As far as possible, try to formulate your headings according to the results or main ideas (the content and not the container). They should capture the main thread of development and the flow of ideas. The **title of the master's thesis** itself should clearly identify the subject and its problematic. It must be complete but not too long (subtitles are possible).

Generally a master thesis includes the following points (it is not a plan) :

1. A **presentation of the context** (environmental, organizational) in which the problem being treated is placed in order to justify its interest (practical and/or academic): this leads to the presentation of the problem;
2. The **conceptual, theoretical and practical analysis** of it based on a search for information. It can lead to :
 - to a **"State of the Art"** or **"Review of Literature"** (as part of academic research). The objective is to gather and synthesize previous research that will serve as a basis for your work. The aim is to summarize in a few lines the selected articles and/or works with a critical look at the approach of the different authors. Always ask yourself why this or that source would be interesting for your work.
 - or a **"study of the existing"** and possibly lead to a study of need / opportunity (in the case of research - action);
3. A **presentation of the methodology** (formulation of hypotheses and approach). You will specify if it is a case study, interviews (qualitative study) or a statistical study *via* a questionnaire (quantitative study);
4. The **presentation of the research results** and **putting** them into **perspective** (the discussion of hypotheses) ;
5. **Theoretical and/or operational conclusions.**

In the body of the text, the structure requires rigorous standardization to guide reading. Thus, each part, the introduction, the conclusion and the appendices, begin with a **full page with the** title in capitals. Each chapter begins at the beginning of a new page (title in capitals). Important subdivisions (parts, chapters, sections) have an introduction that announces the contents of the following paragraphs. For didactic purposes, to accompany the reader, **transitions should be** made between chapters.

Paragraphs have a title preceded and followed by a constant line break. They are marked by an indentation in the line. However, avoid going to the line unnecessarily and creating multiple paragraphs for no reason. Each paragraph corresponds to the statement of a new idea.

Typewriting style and standards

The style should be clear, precise, objective and impersonal (avoid "I" or "we" as well as oral style). Redundancies, vague or overly technical terms and unknown abbreviations are to be excluded. The master's thesis must be entirely written (no telegraphic style) in correct French. Avoid long and heavy sentences without using a "leaflet style". The quality of the syntax, of the expression in general as well as of the punctuation and spelling is essential in this type of work. It is necessary to find the right tone, which allows the reader's attention to be captured without irritating him or her by an abuse of "catchy phrases" but by being rigorous in the choice and order of arguments. To conclude, the style must be clear, rigorous, convincing but also lively and elegant.

The master thesis is typed in 21 x 29.7 format, must be paginated. **The typography** must be Times New Roman type size 12, line spacing 1.5. It is possible to use bold and italic characters (especially for titles), avoiding style overloads. Margins must be sufficient (for example, 3 cm on the left, 1.5 on the right, 2 cm at the top and 2 cm at the bottom (with possible header and footer).

The master's thesis must include a cover page followed by the signed attestation of authenticity, a paginated table of contents, a bibliography and appendices. It may also include footnotes, tables and diagrams (very useful to summarize a process), citations, a glossary, etc. All of these elements will be detailed in the following points.

Introduction and conclusion

Writing the general introduction and conclusion should be considered when writing your entire document. These two parts of the text are extremely important and require special care.

The **introduction** should, after a catchphrase that should be understood by all potential readers, include a clear formulation of the research question and its relevance. You will describe your entire approach, making sure that all the questions and comments announced are developed in the body of the master's thesis. Finally, your introduction should announce and justify your plan.

The **overall conclusion** should include at least a synthesis of the main ideas put forward in your work and the main results presented in an objective manner. But it is not a simple summary of the master thesis. The conclusion should present, the contributions and limits of the research as well as an opening showing the interest of the question addressed and the avenues for enrichment (e.g. perspectives of the research, new suggestions/recommendations, new framing of the problem, personal ideas that could lead to a broadening of the subject, opening a debate on other issues...).

In any case, one should avoid writing a very rich and voluminous master's thesis that ends with a poor and uninteresting conclusion.

Bibliography, appendices, lists

The **bibliography** brings together the different sources of information used for the elaboration of the master thesis. It will depend on the nature of the work carried out and the methods used. A distinction must be made between external written sources (articles, books) which make up the bibliography, documents for professional use (internal to the company or not) and references to other information supports.

The quality of your bibliography is not measured by the number of references. On the contrary, too much accumulation can cast doubt on the real exploitation of all the sources. It is the quality of the documents and their relationship to the subject that counts above all else.

The bibliography must be **precise, exhaustive** and contain exact references to enable the reader to go deeper into a particular point addressed in the work by referring to the corresponding source. It is also, for the proofreader, a means of assessing the volume and quality of the student's information research work.

For books and articles, the bibliographical references are **standardized** and follow strict presentation standards (see the document "Citing your sources according to the APA standard - Synthetic guide", on the Knowledge Hub under the heading Thematic pages/Help for your master's thesis). The bibliography must be **ordered**: either simply by alphabetical order of authors, or by parts or chapters, or by themes (by alphabetical order of authors within each section). Remember that external bibliographical references should be clearly separated from corporate documents and internet sources.

The **appendices** are presented at the end of the master thesis. They are numbered and, if possible, include a table preceding their presentation. The volume of the annexes attached must be reasonable, and their assessment must be based exclusively on the relevance of the choice and their quality and not on their quantity. They must be useful for study but not necessary for the understanding of the developments present in the text and too large to be included in the footnotes. A document deserves to be attached as an appendix only if it illustrates, clarifies or deepens a point addressed in the master's thesis (extracts from documents, lists, figures, detailed tables, written reports). It is essential to refer to the appendices in the body of the text (of the type: *see Appendix 1*).

The master thesis may also include a **glossary** or **index of** technical (or foreign) terms and acronyms used, and a **table of tables and figures** (with their number and title).

Cover page, table of contents, figures and footnotes

The **cover page** of your master thesis is standardized. You will find in the appendix the format chosen by the School. In addition, all Master's theses submitted must include a **signed attestation of authenticity**. It appears after the cover page on a blank page with the following sole mention:

"I certify that this work is personal, references all sources used and does not contain plagiarism".

"I certify that my master's thesis is/is not confidential and I authorize/do not authorize its online dissemination by ICN Business School for educational purposes, with access restricted to the ICN community.

Signature (handwritten) of the student or partner

A Word version of these first two pages is available on MyICN.

The **table of contents** is an important working tool for your readers: use the features of Word to create it. When the plan is very detailed, it is useful to present a **summary** at the beginning of the master thesis of a maximum of one page (recommended) and a detailed table of contents at the end of the master thesis. The table of contents (or summary) contains exactly the titles and subtitles present in the report (see *above*). Its reading should allow the reader to understand the logic of the reasoning developed and the content (importance of the titles).

Tables, diagrams and graphs are announced in the text and inserted in the body of the text if their reading is essential for the comprehension of the text (otherwise they can be returned in the appendix). They must be presented with a title, a number and the mention of the source (if they are not personal). The mention of units and the legend may be indispensable. For graphs, it is imperative to specify the "reading principles"; for example, the abscissa and ordinate for a Cartesian graph.

Footnotes are intended to clarify an item, to present an explanation or a definition that is complementary to the main text and that would make the text heavier. Footnotes may contain references (*infra* or *supra* to other pages of the report) and additional information on sources of information. These notes are numbered from 1 to n (per page, per part or for the whole document).

The master thesis can also include :

- technical or methodological frameworks for additional or detailed explanations that would make the body of the text heavier.
- citations (they must be accurate) with their precise references in the The "body of the text" (Name of the author, year of publication) and reference in bibliography.
- Acknowledgements (briefly addressed to those who assisted with the research work).

SUBMISSION OF THE THESIS AND ITS PUBLICATION

The delivery of the master thesis

The master thesis must be submitted to the tutor of the master thesis at the **latest on the final date set each year** (see the **Deadlines on the platform**) in order to be authorized to defend it. Any delay must be justified and submitted to the acceptance of the master thesis tutor.

If the master's thesis was produced as part of an internship, a copy must be sent within the same time frame to the company internship supervisor (it is **imperative that you present your work to him/her before distribution due to possible confidentiality clauses**).

The final version of the master thesis is the subject of **Deliverable 3**, foreseen and explained in Unit 1 of the e-learning module on the **Methodology for the elaboration of the master thesis**. This grade will count for 50% of the final grade of your master thesis.

Mandatory procedure for the submission of the Master thesis :

In order to facilitate the handing-over and quick correction of your work, please observe the following instructions :

1. Rendering form

The master thesis must be written in accordance with the rules set out in this document. For its evaluation, it must be submitted in electronic form following this procedure.

If a second version is required by your Tutor/Guardian, the same procedure applies.

2. Submitting the electronic file

In addition to the electronic document (Word version) uploaded on the online platform master thesis, it is **imperative to upload the electronic version of the master thesis (Word version) on Compilatio**.

Submit only the final version of the master thesis

On Compilatio: Deposit for teachers.

By respecting the naming convention of the file (see details below), to the personal filing address of your tutor (the list is available on MyICN on the home page and in the Compilatio section). *You do not need - and do not have to - create a Compilatio account in order to deposit your work.*

The naming standards are identical for both repositories and are used to facilitate the identification of master memories :

MemNOMETUDIANT_TutNOMTUTOR.doc

For example:

MemDUPONT_TutKOEHL.doc

3. Tutor's Warning

At the end of the deposit, Compilatio will provide you and your tutor with a summary of the operation by email. Your Tutor will then be able to launch the analysis of the master thesis and proceed with its evaluation.

The publication of the master thesis

ICN Library offers an electronic collection of master's theses of students from all programs who have obtained a grade above 15 and/or selected by their teachers.

It thus responds to the demand of students wishing to consult master's theses, in order to learn about good examples, with a structure that meets the expectations of teachers, or documents presenting a subject close to their own, to help them in their reflections.

The consultation is secure and reserved to members of the ICN community, via the Knowledge Hub.

You are free to accept or not the diffusion of your master thesis in this collection, by indicating this on page 2 of your master thesis (see Appendix 2). To do so, please follow the indications specified in this guide.

The distribution of master theses is also subject to the agreement of your master thesis director. If you agree to the release of the master theses, your tutor will decide whether or not they are of sufficient interest and level to join the ICN master thesis collection.

You may withdraw your permission to broadcast at any time by sending an email to ICN Library documentation@icn-artem.com.

Your master thesis will be removed from the Knowledge Hub and will no longer be available for consultation.

If your master's thesis is confidential (please indicate this in large print on the cover page), it will not be included in this online collection.

THE DEFENSE OF THE DISSERTATION

No authorization to support will be delivered without the student having sent a first version of his/her work to the tutor of the master thesis sufficiently in advance (see the calendar of Deliverables foreseen in the e-learning module Methodology for the elaboration of the master thesis).

Note that the authorization to support given by the master thesis tutor does not prejudice the quality of the master thesis.

The defense of the master thesis is the subject of **Deliverable 4**, planned and explained in Unit 1 of the e-learning module on the Methodology for the elaboration of the master thesis. This grade will count for 20% of the final grade of your master thesis.

The defenses will be a **15 min** video and must be submitted on the platform for the monitoring of master theses no later than the date provided for in the calendar. **15 minutes presentation by the student** containing:

- the presentation of the interest and objectives of the research question,
- the theoretical, methodological and practical difficulties encountered and how to solve them,
- the approach/methodology followed,
- the main results of the work carried out
- putting the results into perspective
- the answer to additional questions requested by the tutor and/or the development of specific points requested by the tutor following the final master thesis.

The student will also be able to express more personal ideas that the master thesis does not allow or reflections subsequent to the writing work.

One should not want to summarize the master thesis in the video.

The student is **responsible for the** proper delivery/reception and readability of the video on the online Master's thesis platform (respect of the submission deadline, file size and format).

APPENDIX 1: COVER PAGE TEMPLATE



Year 20xx-20xx

**FULL TITLE OF THE
DISSERTATION**

MEMORY

In order to obtain the Program Name

Presented on 99/99/99

by

First name LAST NAME

Thesis Director: Professor or Dr. First Name NAME

APPENDIX 2: SIGNED ATTESTATION OF AUTHENTICITY, CONFIDENTIALITY, AND AUTHORIZATION FOR PUBLICATION

To be signed (by hand) on page 2 of the master's thesis, taking care to include only the useful information (in blue below).

"I certify that this work is personal, references all sources used and does not contain plagiarism".

*"I certify that my dissertation **is/is not** confidential and I **authorize/do not authorize** its online dissemination by ICN Business School for educational purposes, with access restricted to the ICN community.*

Signature (handwritten) of the

REFERENCES

Methodology book

- Borges, A. & Karyotis, C. (2013): Passing the **Business Schools' Master thesis**. Gualino. Extenso Editions. Available online: [http://www.scholarvox.com.thebe.icn-nancy.fr/catalog/book/docid/88809667](http://www.scholarvox.com/thebe.icn-nancy.fr/catalog/book/docid/88809667)
- Fred C. Lunenburg & Beverly, J. Irby. (2008). **Writing a Successful Thesis or Dissertation : Tips and Strategies for Students in the Social and Behavioral Sciences**. A consulter en ligne : <http://thebe.icn-nancy.fr/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=762391&lang=fr&site=eds-live&scope=site>
- Adams, J., Raeside, R., & Khan, H. T. A. (2014). **Research Methods for Business and Social Science Students**. Sage Publications. A consulter en ligne : <http://thebe.icn-nancy.fr/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=784882&site=eds-live&scope=site>
- Gavard-Perret, M. & et al (2018). **Methodology of research in management sciences: Successful completion of a master's thesis or dissertation**. Pearson Education. Available at the ARTEM media library
- Other works available from the Knowledge Hub under the heading Thematic pages/Aid for the master thesis

Other documents and reference materials :

- e-learning module Methodology for the elaboration of the Master's thesis
- Synthetic guide - Citation of your sources according to the APA standard (accessible on the Knowledge Hub heading Thematic pages/Aid for the master thesis)
- MFE Guide - Policy against plagiarism