

# Master Thesis

Title	Master Thesis
Semester	F2024
Master programme in	Business Administration and Leadership
Type of activity	Master Thesis
Teaching language	English
Study regulation	Read about the Master Programme and find the Study Regulations at <a href="https://ruc.dk">ruc.dk</a>

## REGISTRATION AND STUDY ADMINISTRATIVE

Registration You register for activities through stads selvbetjening during the announced registration period, which you can see on the Study administration homepage.

Number of participants

ECTS 30

Responsible for the activity Ada Scupola ([ada@ruc.dk](mailto:ada@ruc.dk))

Head of study Mette Apollo Rasmussen ([apollo@ruc.dk](mailto:apollo@ruc.dk))

Teachers

Study administration ISE Registration & Exams ([ise-exams@ruc.dk](mailto:ise-exams@ruc.dk))

Exam code(s) U60032GB

## ACADEMIC CONTENT

Overall objective In the Master thesis, the student must demonstrate knowledge and skills in applying scientific theories and methods in work on a defined, academic and relevant issue in business management. The Master thesis is a major, independent study project that is problem-oriented, exemplary and participant-managed. The Master thesis consists of a time-limited and targeted academic process in which a problem is formulated, analysed and processed.

The thesis can be written individually or in groups, and it can be written across Business Administration and Leadership and Business Studies. The thesis must be provided with a description of the course of his/her studies which must include an explanation of the student's development and insights based on how the project work has been completed throughout the whole or parts of the program. This description can be an appendix, and thus does not count in the page number. Reflection must cover the learning process, including how the thesis seminar and the collective learning processes associated with it have been used. It is also very important to reflect on the choices that the student (or the group and its members) have made during the course of the study, and how these choices point towards the academic profile that the group members want to build and where one imagines, this professional profile must lead to at the labor market that one would like to orient oneself towards. The descriptions should not be comprehensive but should help to sharpen the students' ability to explain what they can and what they have learned during the course of this master's program.

Detailed  
description of  
content

The thesis starts with a thesis start-up seminar the semester prior to the thesis itself. A thesis contract is handed in to the administration prior to the start, and must be approved by the head of study, who then allocates a thesis supervisor. The thesis is supported by a thesis seminar consisting of 6 seminar sessions with teacher presentations, student presentations and discussions, workshops. The thesis seminar on Business Administration and Leadership and Business Studies is not compulsory, but it gives students a fantastic opportunity to gain advanced knowledge of theory, methodology, literature reviews and philosophy of science as well as the opportunity to present and discuss their own thesis in an informal forum.

The Master Thesis Seminar at Business Studies and Business Administration is an advanced master level course touching upon all the main aspects of the thesis writing process.

**The overall aim of the Master Thesis Seminar is:**

- to provide inputs and inspiration for writing the master thesis;
- to create a forum where the students have the opportunity to discuss both their own thesis ideas and common themes related to the master thesis writing process.

**The main themes of the seminar are:**

- Problem formulation and its relation to the other elements of the thesis (e.g. theory, method, philosophy of science)
- Role and choice of theory and literature reviews
- Role and choice of philosophy of science
- Role and choice of methodology and research design
- Project structure, writing process and writing style
- Relations with external organizations/companies

The Master Thesis Seminar at Business Studies and Business Administration is not mandatory, but it gives the students the great opportunity for getting advanced knowledge about theory, methodology, literature review and philosophy of science as well as the opportunity to present and discuss students' own thesis projects in an informal forum.

Therefore, participation to the thesis seminar is especially beneficial in the initial phase of the thesis writing process and this is the reason why it starts almost simultaneously with the official start of the thesis semester.

The Master Thesis Seminar consists of 6 seminars, each taking place approximately every 1 weeks during the master thesis semester.

Each seminar consists of teacher presentations, student presentations and discussions and workshops. The detailed content description of each course seminar:

### **Seminar 1**

In this seminar, we conduct the following activities:

- Present and discuss the academic status of your thesis so far
- Take up relevant academic and administrative issues for discussion
- Make a draft of your own study program description that has to be attached to the final thesis. Focus on the writing process to get started without many unnecessary deviations.

## **Seminar 2**

In this seminar, we conduct the following activities:

- Presentations and discussions of theory and different ways of applying it in the master thesis
- Discussions on the choice of theory (s) and on theory constructions in your master thesis
- Presentations and discussions of literature reviews and introduction to various types of literature reviews
- Discussion of actual issues relating to your thesis

## **Seminar 3**

In this seminar, we conduct the following activities:

- Presentations, discussions and reflections on method, method selection, method combinations and application in the thesis
- Presentations, discussions and reflections on access to and construction of empirical data.
- Introduction of various data collection techniques
- Presentations and discussions of different types of data sources
- Reflections on opportunities for creating good collaborations with companies in the master thesis process.
- Discussion of actual issues you might have in relation to the master thesis.

## **Seminar 4**

In this seminar, we conduct the following activities:

- Presentations, discussions and reflections on what philosophy of science is with focus on epistemology and ontology
- Presentations, discussions and reflections on the use of philosophy of science in the thesis

- Discussion on actual and specific issues in relation to the philosophy of science in your thesis
- Planning of following seminars
- Final clarifying questions.

### **Seminar 5**

This seminar is based on the students' interests and together we decide the content during the semester.

### **Seminar 6**

Mid-term evaluation for those who want it.

The students will acquire advanced knowledge, skills and competences on several aspects of the master thesis writing process such as theoretical and epistemological choices and application, methodology, different types of advanced literature review, master thesis structure, writing process and writing style. The master thesis seminar both refreshes the students of what they have learned so far in their education as well as introduces new and advanced elements/methods /epistemological angles.

### **Basic literature**

Will be provided during lectures.

### **Teaching and working methods**

Teaching consists of lectures, discussions, presentations and mini-workshops where the students discuss and reflect on different aspects of the thesis writing process

Students are themselves responsible for securing an internship host and for the practical implementation of the internship, including ensuring that their tasks for the internship venue and their obligations to the university are met. The internship must be approved by the Study Board before it is commenced. The student will also be assigned a project supervisor.

## **Guidance on the use of quantitative methods in projects and theses**

If you and your group find quantitative analyses relevant to answer your research question, and your supervisor cannot help, here is an offer of assistance. We offer a workshop where a group of researchers will talk about how to use quantitative data in projects and theses. We will present an overview of publicly available data sets, as well as the your possibilities, if you wish to collect your own data. We expect you to have taken a course in basic quantitative methods (BC 8 or equivalent).

**The workshop is held on March 6, 2024, 12:15-02:00 pm, in theory room 25.3-005**

After the workshop you/your group will have the opportunity to book an appointment with a skilled student, who will help with downloading and preparing data for analysis and interpretation. If you need extra guidance on any particular issue, you will be referred to a relevant researcher. Contact Ivan Foberg (ifoberg@ruc.dk) to schedule an appointment.

### Course

material and  
Reading list

Students develop their own relevant theoretical frameworks

Overall plan  
and expected  
work effort

For a 30 ECTS thesis, the total expected workload is 780-900 student working hours, corresponding to approximately 37 hours per week during the semester. The work may be expected to be divided into the following activities

### Format

Evaluation  
and feedback

The activity are evaluated regularly regarding the study board evaluation procedure. The activity responsible will be orientated about a potential evaluation of the activity at semesterstart. Se link to the study board evaluation praxis here <https://intra.ruc.dk/nc/for-ansatte/organisering/raad-naevn-og-udvalg/oversigt-over-studienaevn/studienaevn-for-erhvervsoekonomi-og-virksomhedsstudier/arbejdet-med-kvalitet-i-uddannelserne/>

Programme	• Group/project formation • Project work and report writing • Project supervision • Participation in the thesis seminar • Preparation of study portfolio • Examination
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## ASSESSMENT

- |                           |  |
|---------------------------|--|
| Overall learning outcomes | <ul style="list-style-type: none"> <li>• The student learns to apply research-based knowledge and understanding in the field of business management (which encompasses business development, organisation, leadership, innovation, strategy and value creation). This includes reflection on the position of the student's own thesis within the academic field</li> <li>• The student identifies and presents an academic problem statement relating to business management, and selects, applies and evaluates relevant scientific literature as well as relevant scientific methods and theories in the context of business management and in relation to the self-selected problem statement</li> <li>• The student must select, present and justify the choice of a research design based on relevant scientific theory and select, apply and justify qualitative and/or quantitative research methods relevant to the analysis</li> <li>• On a scientific basis, the student analyses, categorises, discusses, reflects on and evaluates theories in the field of business management and thereby demonstrates theoretical overview, depth and conceptual clarity in the analysis of cases and/or issues related to management</li> <li>• The student learns to independently initiate, manage and complete a project on the basis of a complex interdisciplinary problem statement in a reflective and critical manner, carry out a long-term academic research and writing process, and communicate research-based knowledge to peers and practitioners</li> <li>• Finally, the student learns to critically evaluate and reflect on his or her own learning as a researcher and facilitator.</li> </ul> |
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Form of examination	Master thesis exam based on the written product and the oral exam  The master thesis can be written individually or in a group. Permitted
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group size: 2-4 students.

The oral exam is individual for students that have written the thesis alone or students that have requested an individual exam. All other oral master thesis exams are conducted as group exams.

The assessment is individual and based on the student's individual performance.

The assessment is an assessment of the master thesis and the oral performance.

The character limits of the master thesis are:

For 1 student: 122,400-163,200 characters, including spaces.

For 2 students: 163,200-204,000 characters, including spaces.

For 3 students: 163,200-204,000 characters, including spaces.

For 4 students: 163,200-204,000 characters, including spaces.

The character limits include the cover, table of contents, summary, bibliography, figures and other illustrations, but exclude any appendices.

The master thesis must include a summary.

The summary can either be written in English or Danish.

The summary is included in the overall assessment with a weighting of 5 percent.

Time allowed for exam including time used for assessment for:

1 student: 30 minutes.

2 students: 60 minutes.

3 students: 75 minutes.

4 students: 90 minutes.

Writing and spelling skills in the thesis are part of the assessment and will count for 10 percent.

Permitted support and preparation materials at the oral exam: All.

Assessment: 7-point grading scale

Moderation: External examiner

Form of Re-examination

Samme som ordinær eksamen / same form as ordinary exam

Type of examination in special cases



Examination and assessment criteria

- Written and oral demonstration of empirical and theoretical knowledge of business administration within the subject area of the thesis, and argumentation for the choice of a delimited, academically relevant, scientific problem statement.
- Identify and critically argue for the choice of academic literature and methodology as well as a scientific-theoretical standpoint to illuminate the chosen issue, including demonstrating an understanding of the academic genre and the audience at which the thesis is aimed.
- Independently combine and master academic insights (theories, methods, approaches)
- Independently translate theories, methods and approaches into an academic study and analysis in accordance with academic text standards and for an academic audience.

Exam code(s) Exam code(s) : U60032GB

## Course days:

**Hold: 1**

### Master Thesis Seminar (BAL)

time 02-02-2024 13:00 til  
02-02-2024 15:30  
forberedelsesnorm ikke valgt  
forberedelsesnorm D-VIP ikke valgt  
location 25.3-005 - teorirum 25.3 (80)  
Teacher Ada Scupola ( ada@ruc.dk )

### Master Thesis Seminar (BAL)

time 09-02-2024 13:00 til  
09-02-2024 15:30  
location 40.2-25 - teorirum (foldedør ud til kantineområdet) (50)  
Teacher Ada Scupola ( ada@ruc.dk )

### Master Thesis Seminar (BAL)

time 23-02-2024 13:00 til  
23-02-2024 15:30

location 03.1-ne01 - auditorie c (50)  
Teacher Ada Scupola ( ada@ruc.dk )

### **Master Thesis Seminar (BAL)**

time 01-03-2024 11:30 til  
01-03-2024 14:00  
forberedelsesnorm ikke valgt  
forberedelsesnorm D-VIP ikke valgt  
location 25.3-005 - teorirum 25.3 (80)  
Teacher Ada Scupola ( ada@ruc.dk )

### **Master Thesis Seminar (BAL)**

time 05-04-2024 13:00 til  
05-04-2024 15:30  
location 03.1-ne01 - auditorie c (50)  
Teacher Ada Scupola ( ada@ruc.dk )

### **Master Thesis Seminar (BAL)**

time 01-05-2024 13:00 til  
01-05-2024 15:30  
location 40.2-25 - teorirum (foldedør ud til kantineområdet) (50)  
Teacher Ada Scupola ( ada@ruc.dk )

### **Hand-in of Master Thesis**

time 03-06-2024 10:00 til  
03-06-2024 10:00  
forberedelsesnorm ikke valgt  
forberedelsesnorm D-VIP ikke valgt