

GUIDELINES FOR A MASTER OF MANAGEMENT THESIS BASED ON AN INTERNSHIP

General

- The Internship-based thesis is not an internship report, in which the student would simply explain what he/she did on a daily basis. It remains a ‘thesis’, worth 30 credits, in which the student looks at a general phenomenon, reviews the literature that has been written on that topic, and then applies this literature to the case of the firm or the industry he/she has been working for.
- From that perspective, the main difference between the academic and the internship-based thesis is that:
 - the academic thesis will lead to the formal definition of hypotheses and some form of hypothesis ‘testing’ (through a process of data collection and analysis),
 - the internship-based thesis will typically not define formal hypotheses, but will explore existing theories / concepts, derive some general ideas from these theories. These ideas will then be used to explore the situation / problem / question the firm is facing.

Administrative issues

- The student must find a faculty advisor and complete the relevant HEC forms. The faculty advisor and the student then agree on the expert who will sit on the thesis committee.
- Within two weeks after starting the internship, the student sends the faculty advisor confirmation of the thesis topic and, if applicable, notifies him/her of any changes that may affect the focus of the thesis.
- Please beware of the due dates for the submission of the thesis and delivery of the final presentation.

- If required by the company, it is the student's responsibility to ensure that the confidentiality agreement is signed by the faculty advisor and the expert.

Content & Formatting

- Executive summary – This is an internship thesis so, as with most professional reports, business plans, etc., the student is required to summarize his/her thesis in one or two pages.
- References – Even though the internship thesis will be focused on a real-world management problem/issue, the student is expected to demonstrate an understanding of the relevant literature with references included throughout the thesis as appropriate. Depending upon the final format of the thesis, the student may not need to include a specific literature review section (the format and literature should be checked with the faculty advisor).

References should include academic journals, case studies, books, company documents, industry reports, selected trade press, etc. Internet references should only be used in the event that the information is not otherwise available (e.g. Wikipedia should not be cited when referring to Porter's five forces, the appropriate published articles should be mentioned instead).

- Font: 11 or 12-point
- Text alignment: Left and right justified
- Line spacing: 1.5
- Margins: 2.5 cm
- All pages should include the student's name, the title of the thesis, the page number and the total number of pages.
- Tables and figures must be numbered and titled and should be included in the body of the thesis.
- References: Format all citations and references as per the *Academy of Management Review* style guide for authors: <http://www.aom.pace.edu/amr/AMRstyleguide.pdf>
- Length of the thesis: around 40-50 pages.

For more specific guidance concerning the thesis content or format, the student should contact his/her academic advisor.

Final presentation

- You should plan for a presentation of no more than 20-30 minutes and then be prepared for approximately 20-30 minutes of questions and discussion.
- Your slides, or whatever material you use, are a visual aid (not a script), which means that you should not write every word on the slide.
- Use a font size/style that is easy to read, even at a distance.
- If you have more than 20 slides (other than photos and simple graphs/charts), you need to double check your timing.
- Do NOT try to tell the entire story as you will not have enough time.
 - Do not spend too much time on the description/history of the organization unless it is central to the management issue that you are addressing.
 - Clearly state the core management challenge/issue that you are going to discuss and explain why it is important to the organization.
 - Only briefly (very briefly) mention your methods – keep it simple and to the point; the methods should be explained in detail in the manuscript.
 - Explain the results, do not just present the numbers, statistics, etc , but only the results that matter.
 - When presenting the recommendations, explain why you are making them.
- Practice at least twice, meaning that you actually stand up and present out loud rather than simply saying it to yourself in your head.
- It is your responsibility to coordinate the time, reserve the room, and reserve any necessary audio / video equipment.