The title of the thesis

Name

Student number

You choose the design, layout, font size etc. but there are templates on USN's websites if you want to follow them.

Contents

[1 Introduction 3](#_Toc85109246)

[2 The literature search 5](#_Toc85109247)

[3 «First theme» (eg First-time management) 6](#_Toc85109248)

[3.1 “Sub chapter” (eg Definitions of key concepts) 6](#_Toc85109249)

[3.2 “Sub chapter” (eg Trainee programs) 6](#_Toc85109250)

[3.3 “Sub chapter” (eg Research on first-time management) 6](#_Toc85109251)

[4 «Second theme» 6](#_Toc85109252)

[5 Summary and conclusion 7](#_Toc85109253)

[6 Bibliography 8](#_Toc85109254)

You must insert an automatic table of contents

# Introduction

In this chapter, you introduce the theme.

Try to "sell" and convince the reader that this is an interesting topic.

Use numbers (distribution, etc.), research findings (according to several research papers so…, research has shown that…) to substantiate that this is exciting.

Go from the general (theme) and over to the specific (the problem).

Example:

Starts with facts:

We have about 209,000 employees in management positions in Norway today (Hamre, 2017). All of these have had to go through, or are in the process of going through, the processes associated with being a leader for the first time (Dale, 2016a). Already in 2005, the research focus was on first-time managers not being prepared for the meeting with a formal leadership role with personnel and results responsibility. Recent research shows that little has happened in the last 10 years, and that organizations are throwing too many first-time leaders into deep water without first giving them the prerequisites to deal with this first and extremely critical leadership transition. The consequences are that first-time leaders experience stress (Dale, 2016a). For many, this negative stress becomes exhausting and many give up (Dale, 2016b). If new employees actually go through an introductory program when they start in a new position, research shows that they have lower turnover, increased productivity and higher engagement. (Taylor, 2016).

Write more about why we need knowledge about this:

There are several reasons why we need more knowledge about how phasing in and socializing new leaders works in practice and how this can be done in the best possible way. It is of course desirable to minimize the personal burdens, such as stress and exhaustion of first-time managers, and for the organizations it is important to avoid unnecessarily high turnover among managers and middle managers. If management introduction works well, first-time managers can quickly become effective in the management job and they will most likely remain in the position for a longer period. Good management introduction thus means that organizations avoid spending an unnecessary amount of resources on recruiting and phasing in new managers, and avoiding that new managers are ineffective for longer periods. According to HR Norway's survey Global Employee and Leadership Index 2017, poor management introductions cost Norwegian companies millions of kroner every year (Ennova A/S, 2017). It can thus be very profitable to take the socialization of first-time leaders seriously.

Present the problem statement:

Based on my curiosity aimed at entering a leadership position for the first time, as well as the desire to understand the effect of socialization program through Management Trainee program, I have arrived at the following problem formulation:

*"How does organizational socialization, through Management Trainee programs, work for first-time leaders?"*

To get an answer to the overall question, I have chosen to use the following sub-questions:

* How have three organizations with headquarters in Norway built up their Management Trainee program for first-time managers?
* How do the trainees experience these programs?
* Do the trainees feel well equipped to take on a leadership job after participating in such an organizational socialization program?

This work was empirical (the student collected data from companies). You don’t need to collect empirical data, your problem is expected to be answered theoretically (collect facts from various published sources, as well as your own assessments and discussions).

The introduction ends with an explanation of the thesis structure:

I have chosen to structure the report in the following way:

I start chapter 2 by presenting the literature search. In Chapter 3, I explain the theory of first-time leadership, organizational socialization, and trainee programs. In Chapter 4, I present conclusions and answers to the problem (s).

The introduction should be well thought out.

The introduction is the first thing the examiner reads, so the introduction puts the examiner in the desired "mood". If the examiner finds it easy to read the introduction, the examiner will have a positive attitude to the entire report. It must be clear why this is an exciting topic, as well as which problem the report sets out to answer, and the examiner must be introduced to what he or she can expect to read about in the rest of the assignment.

# The literature search

Here you will explain how you worked on finding literature. Each chapter starts with a short text that explains what you are going to write about.

Example:

In this chapter, I will explain how I proceeded to search for literature that deals with the topic presented in the introduction. I focused on ………

Here you will describe how you went about searching for the literature you used.

Where did you search? (A-tekst, ORIA, Google-scholar, Google etc.)

What keywords did you use?

How many hits did you get?

How did you sift out what was relevant material from what was not relevant? (why did you chose these articles, books etc.)

This can be presented in a form of table, but you must have some text around as well.

Each chapter ends with a transition to the next chapter.

Example:

In the next chapter, I will start by defining a number of key concepts, and then move on to explain what we know about…. and…

# «First theme» (eg First-time management)

In this chapter you pick up the thread from the end of the previous chapter (there will be some repetition but it does not matter).

Example:

The problem of the thesis is «…… ...». In order to give a good answer to this problem, I will first clarify how I understand various key concepts such as….,…. and…. These definitions of key concepts are presented in subchapter 3.1.

In subchapter 3.2 (possibly new main chapter) I explain ……… In subchapter 3.3 I present findings from the latest research done on… .., and then end the theory part by presenting and discussing etc. …….

## “Sub chapter” (eg Definitions of key concepts)

## “Sub chapter” (eg Trainee programs)

## “Sub chapter” (eg Research on first-time management)

# «Second theme»

You choose whether you want to make one main chapter with subchapters, or several main chapters.

The theory chapters end with a transition to the concluding chapter.

Example:

So far I have written about… .. and… .. as well as discussed around…. In Chapter 5, I will provide a brief summary. I have also put in some of my own thoughts on the topic and end with a kind of "answer" to the problem.

There are probably many different variations of the concluding chapter depending on the theme or topic. You must write something that fits with the structure you have chosen.

# Summary and conclusion

Example:

In this last chapter, I will give a brief summary of the theory that was presented in the previous chapters, before I formulate a conclusion or a kind of answer to the problem. I have also chosen to post some of my own thoughts and opinions along the way in this chapter.

In this chapter, it is important that you follow up the problem from the introduction. It is important that the theory you have chosen to present in the previous chapters "fits" to provide an answer to the problem, and that you are able to conclude and discuss. You are allowed to present your own opinions and thoughts, just make sure you say that this is something you mean and not facts. You can also say that you agree with what person x… mean or that you disagree with what person x… mean, because of …… .. etc.

Of course, it is allowed to present your own opinions in the other chapters as well.

# Bibliography

You don’t need to use End Note, but it may be wise and easier.

The bibliography must be sorted alphabetically.

Literature search, reference and bibliography were reviewed at the lecture in September.

See <https://kildekompasset.no/en/> for more information on reference styles.