

**FINAL YEAR DISSERTATION  
HANDBOOK  
2022-2023**



## Foreword

The objective of this document is to provide students and supervisors within the Ecole de Management de Normandie with the guidelines about the process and content when undertaking a piece of masters-level research and producing a dissertation.

This document presents the process for undertaking a research project within the norms of the followed program. However, depending on the context, the supervisor and the student will agree beforehand on the most relevant operating modes.

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## **1. Definition and objectives of the dissertation**

The final-year dissertation of the EM Normandy is an initiation to research. It aims to shed new and objective light on a current topic within the management sciences. A dissertation thus makes it possible to answer a problem of management and this, thanks to a rigorous scientific approach, to bring knowledge to the greatest number. The topic of the dissertation can be based on the student's professional experience during his/her studies (including the professional end-of-studies experience) and respond to a specific request from an organization. But to meet the dissertation's expectations and avoid the pitfall of the internship report, it is essential to anchor the issue in the academic literature on the subject.

The work includes several major steps:

- formulate a research question about a situation or phenomenon related to management sciences,
- propose elements of answer to the research question starting from the existing academic literature,
- mobilize appropriate methodologies for data collection and processing,
- test the hypotheses / research proposals from the literature review,
- formulate conclusions and managerial recommendations.

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

- critical analysis,
- taking a step back,
- structuring of ideas,
- spirit of synthesis,
- independence of mind and taking a stand.

The thesis is also part of the professional project of the student. Often related to the specialization chosen in the last year or to the apprenticeship, the completion of this work develops an expertise that can be used by the student for a job search.

Finally, the thesis validates many ECTS credits and largely contributes to the validation of the diploma. This represents a lot of work - the syllabus associates 300 hours of individual work to the dissertation - which should be started as soon as possible.

## **2. Support provided within EM Normandie**

Three types of support are brought to help the student in the successful completion of the Dissertation.

### **1. Research Methods classes**

Research Methods classes are provided to help students:

- undertake academically sound research
- produce a Dissertation document which meets the academic requirements of EM Normandie
- undertake empirical research using quantitative and/or qualitative methods.

Students on all programs have a minimum of 18 hours of Research Methods classes.

### **2. The role of the supervisor/Tutor**

During the first semester of the academic year each student will be allocated a supervisor/Tutor.

The role of the supervisor/Tutor is to:

- monitor the progress of the student
- help identify information/materials (for example offer advice on relevant academic literature)
- advise on methodology and appropriate data collection methods
- help students to structure their ideas and approve the framework for the study
- support the student as they write the dissertation and, if necessary, the oral defense
- offer general advice and respond to students' 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. It is not the supervisor's role to correct a completed draft document before the final submission of the dissertation.

As this is a piece of self-directed learning it is your responsibility to ensure that you maintain regular contact with your supervisor/Tutor. It is advisable to contact your supervisor/Tutor as soon as possible and together produce a calendar identifying potential dates for supervision meetings (your circumstances will dictate the most suitable methods to keep in touch: examples include using email, SKYPE, telephone or face-to-face). Although supervision is focusing upon one-to-one support meeting your tutor in a small group at the beginning of the academic year will facilitate synergy between you and the other students, providing additional peer support. During the life of your research project, you will be able to work on your chosen subject without feeling isolated.

- You are advised to prepare a calendar with key dates for the year, both academic obligations (classes, field projects, examinations, internships) and other important dates. This will enable you to coordinate the various constraints of both yourself and your supervisor (both private and professional) especially around the long summer break.

- Before making any contact arrangements it is useful if the student prepares a short briefing note to identify the issues they wish to discuss. By doing this you can make better use of the allocated time. It is also useful to make notes of what you discuss during your face-to-face meetings, and any action points you take away to work on. A simple way to do this is to keep a dissertation log (diary) which can be referred back to over the months to check your progress (Appendix 1). These logs should be included in the Appendices of the final dissertation document.

Students can expect response from their supervisor within a reasonable time (ten days), whether it is to arrange an appointment or get feedback on work submitted. In turn the supervisor/Tutor should provide feedback on the Intermediate Document (See Appendix 2) within three weeks of the submission deadline.

If a dissertation does not meet the evaluation criteria or if a student does not submit their dissertation in accordance with the calendar, the student will continue to work with the same supervisor over the extended period.

### 3. The Learning Center and databases

With remote access to the databases students can interrogate both the academic and professional literature. The Learning Center offer further support with access to management books and academic reviews, both specialist and more general. If articles are not available through the databases the Learning Center can, whilst respecting the laws of copyright, obtain full-text articles for students.

### **3. Choosing a topic**

Your topic should fall logically within the realm of business and management addressed by the Grande Ecole program that you are following within the school.

It should show a link with the professional activities you are undertaking, or those which interest you. The dissertation is not a report on the basic analysis of your current experience. It should evaluate the experience and put it into a wider interdisciplinary context, using a rigorous academic research framework as well as making reference to relevant professional literature.

It is the student's responsibility to choose the general theme and identify the subject of the research project. Your supervisor/Tutor is there to help you focus and define your objectives, to develop the project and will work with you to ensure that the research project will meet the requirements of the assessment criteria. If necessary, the student and supervisor/Tutor may seek advice from the Program Director or the Director of Studies.

Before the final decision identifying the topic, the student should ask themselves the following questions:

- are you interested in the subject AND motivated to see the project through to the end?
- relevance: the topic chosen is of managerial and academic interest
- appropriateness: the study will address an issue of interest to the wider management community
- is the project feasible in terms of:
  - the time and resources necessary to complete it
  - access to necessary information sources
  - your understanding and competence linked to both methodological and conceptual aspects

After initial discussions with your supervisor/Tutor it is advisable to prepare an outline of your proposed research project to consolidate your ideas and develop your plan of action.

### **4. Intermediate Document**

This document of 12-15 pages is a formative step in the dissertation process to help you focus on the task, both in terms of the topic area you choose and the way in which you intend undertaking your research. (Appendix 2) Taking time to plan and reflect on the subject will help you develop clear ideas for the development of this project which introduced you to academic research.

The mark for the Intermediate Document is weighted at either 20% or 30% of the final Dissertation grade. Once it has been marked and graded the subject of the dissertation cannot change.

## 5. Contents and structure of the dissertation document

The structure of the final document will provide the evidence that you have met the assessment criteria, from the academic underpinning of the project through to the conclusions. You will outline the practical approaches to data collection and analysis in sufficient detail to illustrate the nature and logic of the work required to complete the project. At all stages you are required to justify the choices you have made.

Whatever style of plan you choose, they all have six main elements:

- a. introduction:
  - i. definition of the aim of the project and the objectives set,
  - ii. relevance of the study and justification for the choice
  - iii. professional and academic interest of the subject
  - iv. outline of the Dissertation structure
- b. identification of the key theoretical concepts linked to the research proposal, with a critical review of the literature
- c. choice of methodological approach, identification of data sources and research methods used
- d. methods of data analysis, as well as the presentation and evaluation of the results/findings within the context of the research question and the theory used, both academic and professional
- e. conclusions et recommendations addressing the research question
- f. final conclusions on the topic including the limits of your project and ideas for further study.

The number of chapters you use is at your discretion, but you must ensure that you make the link between each one. Except for the Introduction and Conclusion, each chapter has a short introduction explaining how it follows on from the previous one and what it will cover as well as a short section summarising what has been included in it and announcing how it links to the next. By doing this you will ensure the logical structure and cohesion of the document.

The dissertation will be between 50-70 pages long (+/- 10%). (Appendices not included)

## 6. Academic approach

1. You have access to a range of management and business sources through the Learning Center of EM Normandie, ranging from books, specialist and more general journals, and databases enabling you to evaluate the literature covering your area of interest.

Start investigating the literature as soon as possible to identify the general issues as well as the key concepts. By evaluating what is available, you will quickly see the range and breadth of your research question and ensure that you do not experience problems such as those encountered when you start collecting data too soon without thinking about the theoretically underpinning of your study.

2. During the structured review of the literature, you will critically analyze the key academic texts and most recent journal articles. You can seek advice from your supervisor/Tutor as well as from other specialist tutors to help identify relevant literature.

3. From the outset it is essential that you consider how you are going to proceed. It is recommended that you systematically note the details of the sources, either by hand or on your computer, sequencing the authors in alphabetical order. Ensure you record the following elements:

- Name 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 with regards to your research project

4. Ensure that you present all sources in the body of your document to avoid the risk of plagiarism. **All reported cases of plagiarism will result in an investigation by the Academic Integrity Service. Any confirmed case of plagiarism will incur the penalty of non-validation of the Dissertation and the student will be summoned to attend a disciplinary hearing.**

Investigation of any suspected plagiarism will follow the procedure shown in the Academic Integrity presentation. This presentation together with the school regulation documents (règlement de scolarité and règlement intérieur) can be found online under the Learning Center.

5. You must ensure that all background reading and citations in the document and Appendices are referenced correctly and completely and presented in the Bibliography. In the body of the text ensure that the name of the author and date are recorded, together with the page number whenever necessary, in the appropriate format. All of these rules are called a bibliographic style. EM Normandie has set up its own style, the **Harvard EM Normandie Style**.

The Bibliography will be presented at the end of the dissertation. Referencing in the bibliography will follow the format shown below:

For illustration, here is the extract from an article with 2 citations (textual and paraphrased), accompanied by their respective bibliographic reference (Author, year of publication):

« Depuis le début de la transition énergétique en France, les débats se sont fortement concentrés sur les perspectives techniques » (Leroux et Ortar, 2014). Le déploiement de nouvelles énergies renouvelables repose en particulier sur les approches technico-économiques. Or, comme Jan Zoellner et al. (2008) l'affirment, *la politique et l'industrie se sont trop longtemps concentrés sur la faisabilité économique alors que les questions sociales ont été complètement exclues*.

Then below, an extract from the list of bibliographical references placed at the end of your thesis. Bibliographic references supplement bibliographic references by providing the necessary identifying information for your sources. The first reference describes a communication in a conference, the second an article published in an academic journal. They are listed in alphabetical order of author:

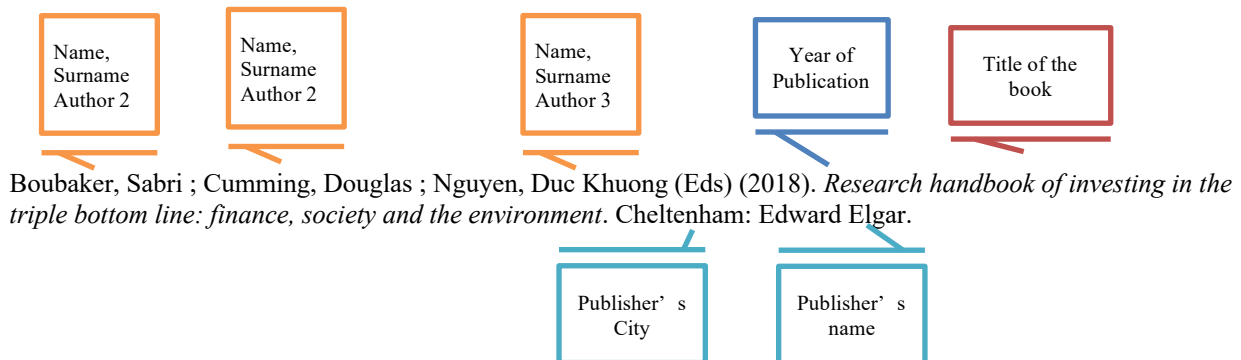
Lejoux, Patricia et Ortar, Nathalie (2014). *La transition énergétique : vrais enjeux, faux départs ?* SHS Web of Conferences, (9). Available on <https://doi.org/10.1051/shsconf/20140901001>

Zoellner, Jan ; Schweizer-Ries, Petra et Wemheuer, Christin (2008). Public acceptance of renewable energies: Results from case studies in Germany. *Energy policy*, 36(11), pp. 4136-4141. Available on <https://doi.org/10.1016/j.enpol.2008.06.026>

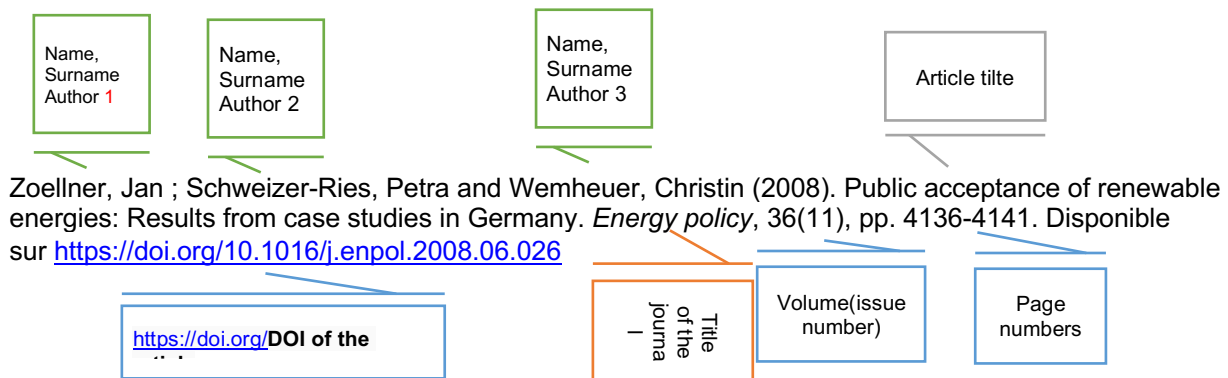
**The practice of citation is based on the bibliographic reference / bibliographic reference pair.**

Some examples of Harvard EM Normandy-style bibliographic references:

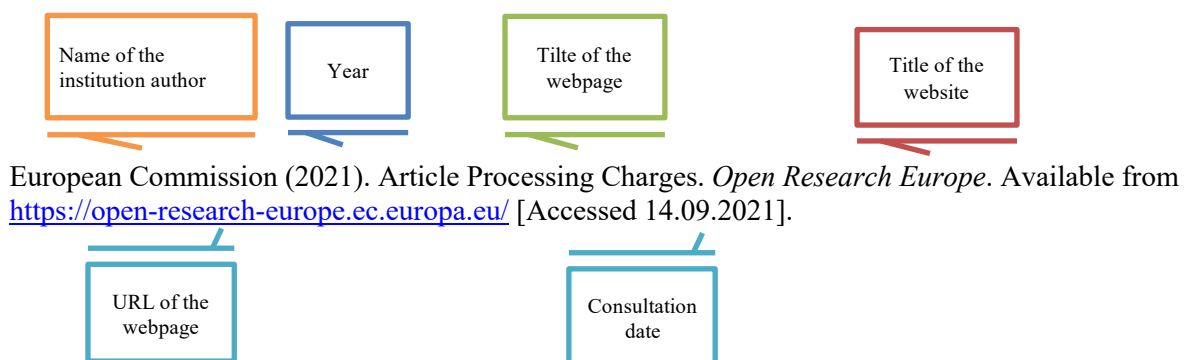
### Bibliographic reference of a book in Harvard EM Normandy style



### Bibliographic reference of journal article



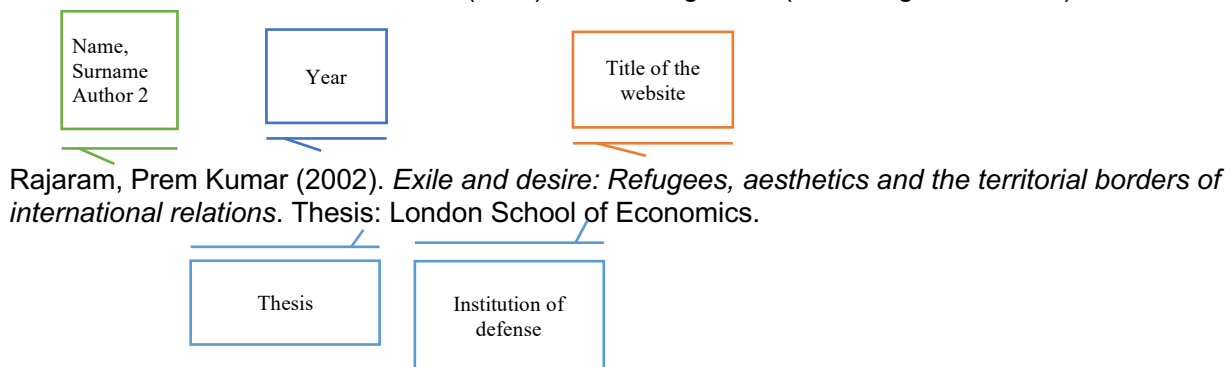
### Bibliographic reference of a web page



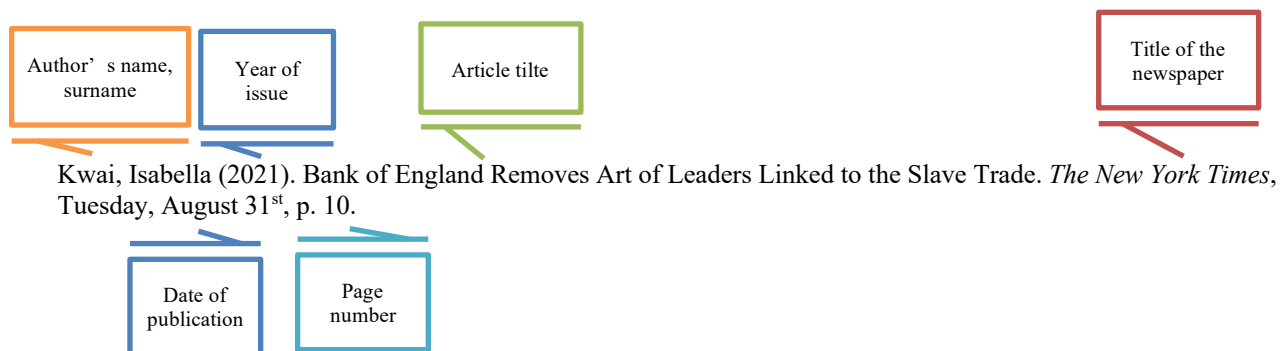


### Bibliographic reference of a thesis or a dissertation

**Format:** Author surname, Surname. (Year). *Title*. Designation (Level, e.g. MSc, PhD.), Institution.



### Bibliographic reference of a Harvard EM Normandy style review article



You will find these examples and many others, as well as all the necessary resources on the Harvard EM Normandie Style page in the Writing Center of your Virtual Learning Center.

## 7. Data Collection

The student must be vigilant with regards to the data collection method(s) used to ensure that they are appropriate and meet the practical and academic needs of the research project.

The administration of a questionnaire, or the running of interviews will be undertaken with the utmost rigor.

It is your responsibility to ensure that you discuss your intention to collect data within any organization with a member of management. By doing this you will be able to ascertain whether it is necessary to obtain formal permission. You must obtain any permission(s) required BEFORE you start to collect any data.

Ensure that you record and keep your primary data in an easily accessible format. Should any queries about authenticity arise you will be required to produce your records.

## 8. Practical issues

As part of your dissertation, you should follow a few important steps in order to keep on track with the dissertation time limits, which are:

1. Contact your supervisor/Tutor as soon as possible and arrange an initial meeting to review your ideas.
2. Familiarize yourself with the Dissertation Guide and the Assessment Criteria for all stages of the project, from the Intermediate Document to the Oral Defense (where applicable). Feedback Sheets with full marking criteria will be available before the end of the first semester.
3. Make certain you note the submission deadlines of the different stages of the dissertation and plan your time carefully. Too many students leave too much work until the end of the dissertation period.
4. Ensure that you keep in contact with your supervisor/Tutor whilst working on the project. The following suggestion is considered the minimum required to manage the process successfully:
  - At the beginning of the project to discuss and agree your schedule
  - In the middle to review progress
  - Towards the end to get some feedback on the draft document before final submission.

## 9. Format of the dissertation

The document should be between 50-70 pages (+/- 10%). You will find a model for the dissertation in Appendix 3 providing the information required to prepare the document.

### Presentation

- Times New Roman / Font size 12
- Margins: 2,5 cm left / 2,5 cm right
- Line spacing: 1,5
- Page numbers (obligatory)
- No right-hand alignment (do not justify the text)
- No footnotes

### Title page

- EM Normandie Logo
- Dissertation Title
- Student's full name
- Program (M2/MS/MSc/FC)
- Name of supervisor
- Date
- Confidentiality statement
- Turnitin Similarity Index (your tutor will access Turnitin and complete this section when they receive your document)

### Contents

- Title page
- Acknowledgements (if appropriate)
- Summary in English + key words ( $\approx \frac{1}{2}$  a page)
- Summary in French + key words ( $\approx \frac{1}{2}$  a page)
- Contents page
- Introduction
- Main Body of document, organised in Chapters
- Conclusion
- Glossary (if required)
- Bibliography
- List of figures and appendices with page numbers
- Appendix/ces
  - Declaration of Originality

## **10. Calendar**

You will find the dissertation calendar for your program on the school website. ATTENTION: please ensure that you carefully note the correct dates.

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 Intermediate document or the final Dissertation.

Final grade of Dissertation to be submitted by at the latest.

## **11. Submission Instructions for the Intermediate Document and Final Dissertation**

In accordance with the appropriate calendar for your program the Intermediate Document and the final Dissertation documents are to be submitted in digital format on the UpWard platform, in the location identified for this purpose, in the folder belonging to your supervisor/Tutor. The date you upload your final Dissertation to UpWard will be accepted as the submission date. The marking sheets will be available online.

The Dissertation is also to be uploaded onto the Turnitin anti-plagiarism site. Your supervisor/Tutor will access the Turnitin site to obtain the Similarity Index and write it on the front of your dissertation document.

## **12. Resubmission of Dissertation and Deferrent Students**

With a final grade equal or superior to 08/20 and inferior to 10/20 (Intermediate Document + Dissertation + defense (MSc only) ) you will be permitted to improve the Dissertation. Please Note that the final paper grade overwrites the intermediate paper grade and the defence grade for MSc students and counts for 100% of the final grade.

Deferral Students are not eligible for the resubmission.

Your supervisor will explain what needs to be done but there is no automatic right to any additional supervision time.

Deadline for resubmission of the Dissertation: see the dissertation calendar for your program on the school website.

With a final grade lower 08/20 (Intermediate Document + Dissertation + defense), the student will be in thesis report of one year

1<sup>st</sup> & 2<sup>nd</sup> Deferral students are required to submit a Final paper only. They do not have to submit an Intermediate Document, nor do they have to pass an Oral Defense.

### 13. Oral defense (MS/MSc/FC)

The defenses are organized by mutual agreement between the author of the dissertation and the tutor in accordance with the schedule available on the intranet. A representative of the student's employer may participate in this defense, but he must not intervene during the defense or in the grading. Our jury participants may be mobilized by the tutor in an exceptional way.

The 45-minute session includes:

- a presentation by the student lasting 20 minutes
- 20 minutes of Q&A
- feedback to the student on the strengths and weaknesses of the work

The student will present their project identifying their research question, the methodology used as well as the key results of the project. They will indicate the contribution made by their study and how it has enhanced their professional development. Avoid spending too much time simply repeating what can be read in the dissertation. Find some key elements and develop them for discussion, it is always interesting to hear about your results and the recommendations you have suggested.

If possible, it is preferred that oral defense takes place in person on one of the school campuses, or alternatively by videoconference with the agreement of all concerned.

1<sup>st</sup> & 2<sup>nd</sup> Deferral students don't have to pass an Oral Defense.

### 14. Grading and Feedback

The grade for the work will be made up of two or three elements according to your enrolment (M2 or MS/MSc):

M2	M2 FC / MS / MSc
30% - Intermediate Document	20% - Intermediate Document
70% - Final Document	60% - Final Document
	20% - Oral Defense

Feedback sheets giving full details of grading criteria will be made available on the school website.

**The supervisor/Tutor of the dissertation reserves the right to ask the student to rework some or part of the document if it is not considered to be of a suitable level.**

For the report and the resubmission, 100% of the mark is based on the corrected final document (the defense and the DI are therefore no considered).

### 15 Plagiarism

Plagiarism is the use of all or part of the other with the intention of passing for one's own.

When the student quotes "word for word" passage of a work or when using the ideas developed in a work, it is imperative to report it to the exact reference (author, year of publication). Direct quotes must be in quotation marks and the page in the original work. The complete reference must then be indicated in the Bibliography section of the thesis. This rule applies regardless of the publication medium of the original work (article, book, website, etc.)

Attestation of commitment of intellectual property must be signed and attached to the final document. In addition, all memories are analyzed by plagiarism detection software.

The penalties associated with the rules are detailed in the school rules of EM Normandie.

Plagiarism will be detected when the intermediate document is submitted and when the final document is submitted.

## Appendix 1: Follow-up sheet

STUDENT:

Date of meeting:

PROGRAM:

SUBJECT/TITLE OF DISSERTATION:

.....

SUPERVISOR/TUTOR:

Topics discussed:	
Issues arising:	
Decision(s) or action(s)	
Preparation for next meeting	Date and time: (to be confirmed)
Notes:	

## Appendix 2: Intermediate document



### BRIEFING SHEET FOR INTERMEDIARY DOCUMENT

**The aim of this formative step in the process is to help you focus on the task, both in terms of the topic area you choose and the way in which you intend undertaking your research.**

This intermediate 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 Intermediate Document is weighted at either 20% or 30% of the final Dissertation grade. Once it has been marked and graded the subject of the dissertation cannot change.

The Intermediate Document should include:

- an **Introduction** to your research project
- a critical review of the academic literature linked to your research question. **At this stage of your research you are required to review a minimum of 10 academic articles.**
- a description of your empirical study (including the methodology and methods of data collection and analysis)
- a **Calendar** identifying the key stages of the project
- a **Bibliography** presented in the required Harvard format



## STRUCTURE OF THE INTERMEDIARY DOCUMENT

### COVER PAGE

*A working title* – to present the area you intend researching. Do not forget that although the subject cannot change once the intermediate document has been marked and returned the title can and will be modified as you progress through the project. Produce a title that reflects what you intend doing.

*Student's Full Name*

*Program (Full details - M2/FC/MS/MSc) Date*

*Supervisor/Tutor's Name*

*NOTE: the title of a dissertation is not necessarily the research question*

### ABSTRACT

Prepare a summary in no more than 200 words which responds to the following questions:

- What is the subject/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 that you have used to identify relevant literature (focusing upon the concepts, the methodology or the context/sector/geographical location of the study)

### TABLE OF CONTENTS

### INTRODUCTION

(1-2 pages)

Be sure to explain **why** you are doing this piece of research. To put it in context include:

- research statements
- the relevance of the study (justification of the research question)
- the academic/managerial interest for the research

Produce a structure for the document.

### LITERATURE REVIEW

(6-8 pages)

This section shows that you have read widely in the research area and can identify the main arguments and research questions covered by other authors. In order to identify the key concepts, you will use in your research you should:

- Identify and examine the key theories relevant to your subject
- Develop a theoretical framework for your own project

- Define the key concepts and develop a critical review of the various perspectives presented by the different authors.

A literature review has three functions:

- 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:
  - Present existing theoretical frameworks
  - Identify the various methodologies used by other research
  - Offer the opportunity to compare and contrast the results found in these articles with the results of your own research
- To establish credibility for your research project with evidence of your capacity to critically review the literature in a constructive manner. A well-structured literature review will demonstrate the links and issues found in the articles and your understanding of them.
- To demonstrate the pertinence and importance of your subject within the academic context and **enable you to develop research questions or hypotheses** which have clear meaning and application for managers in the professional world.

At this stage the range of your literature may be quite narrow, or very wide! Do not worry if you find conflicting ideas from different authors in the literature, this is quite normal. Take the time to read the articles you have found, several times over if possible, to enable you to identify useful documents for your research. Whatever you do it is essential that you are able to understand what has already been written about your subject and identify what might be useful to you.

You are asked to provide a review of the articles you have found (a minimum of 10 articles) in 6-8 pages. Structure the section using clear titles for headings and sub-headings as you think necessary. **Do not simply produce a separate summary for each article but compare and contrast their contents.** Synthesize the approaches taken to do the research, identify the key theories used then present the results or conclusions made by the authors. Discuss the similarities or differences found in the articles and, if appropriate, any gaps in the literature.

**PLEASE NOTE:**

*1. At this stage the range of your literature may be quite narrow, or very wide! Do not worry if you find conflicting ideas from different authors in the literature, this is quite normal. Take the time to read the articles you have found, several times over if possible, to enable you to identify useful documents for your research. Whatever you do it is essential that you are able to understand what has already been written about your subject and identify what might be useful to you.*

*2. Produce a structured summary (5-6 pages) of a minimum of ten academic articles. Use headings for sections and sub-sections to organize the contents. The quality of your sources is important as is your analysis of them. It is not a simple situation of repeating the content of articles by copy from the original text and pasting it into your work. Do not forget to cite all your sources in the body of your work and in the bibliography using the correct format (AUTHOR(s) NAME(s), (Date of publication), et cetera). Refer to the Academic Integrity Service guidelines on the school site. By using your own words, you will be able to prepare a well-developed academic argument presenting the differing positions and integrate the work into your final document without risk of plagiarizing.*

*By the end of this critical review of the literature you should be able to develop the research questions or hypotheses for your project.*

## METHODOLOGY

(2-3 pages)

You will need to plan your research and by doing so turn your ideas into a viable research project. As there are many different strategies and methods available to you it is essential that you present your choice and justify why it is the most appropriate for your research project. It is necessary to show that the data you intend to collect and analyse will enable you to answer your research question. Discuss your ideas with your supervisor/Tutor or with the Research Methods tutors to validate your ideas.

The description of your proposed methodology will include:

- an overview of the context (economic sector, region, country etc...)
- justification of the choice of approach (quantitative/qualitative/mixed methods)
- details of the types of information sources and data that will be used
- an outline of your sampling technique with details of access (availability of data)
- details of the methods of data collection and the administration of your instrument(s)
- outline how you intend analyzing your data

Consider the strengths, weaknesses and limitations of the methodology you suggest.

### **PLEASE NOTE:**

- Remember you **must** use primary data for your project, with the possibility of using secondary data sources if relevant.
- Use at least one methodology text to help you develop and structure your work.

## PLAN THE CALENDAR FOR YOUR PROJECT

Produce a schedule from now until your deadline date and indicate what activities you will carry out between now and the day you submit your work. It is helpful to agree dates at the beginning of the research project identifying when your tutor can expect to receive work to review from you. This can always be modified as you progress but without a plan you will find it difficult to manage the project. There will always be unexpected events, family issues, a birthday to celebrate, computer problems so build some space into your timetable to ensure you have the time to resolve any issues.

### Appendix 3: Structure of the dissertation



## TITLE OF DISSERTATION

***MODEL DOCUMENT***

## STUDENT NAME

**Dissertation Masters in ... (identify M2/FC/MS/MSc and full name of program)**

**Campus and Date:**

**Supervisor/Tutor:**

**TURNITIN 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 people who have helped you to complete your dissertation ...

## Abstract in French + KEYWORDS

( $\approx \frac{1}{2}$  page)

## Abstract in English + KEY WORDS

( $\approx \frac{1}{2}$  page)

## Table of Contents

### Page

Author's Declaration of Originality Acknowledgements

Abstract in French + Key Words Abstract in English + Key Words

### Table of Contents

Introduction .....	# 1. Chapter 1 +
Title .....	#
2. Chapter 2 + Title .....	#
Second-level title	
Second-level title	
Third-level title	
Third-level title	
... You will follow this format for as many chapters as you have in the body of the document 3.	
Conclusions .....	#
4. Glossary .....	#
5. Bibliography .....	#
List of Figures (as required) .....	#
List of Appendices (as required) .....	#

### Appendices

# = Insert page number

## Introduction

In the Introduction you will state the research question that you have agreed with your supervisor. You should also provide an outline of the dissertation for the reader.

All the margins will be 2,5 cm.

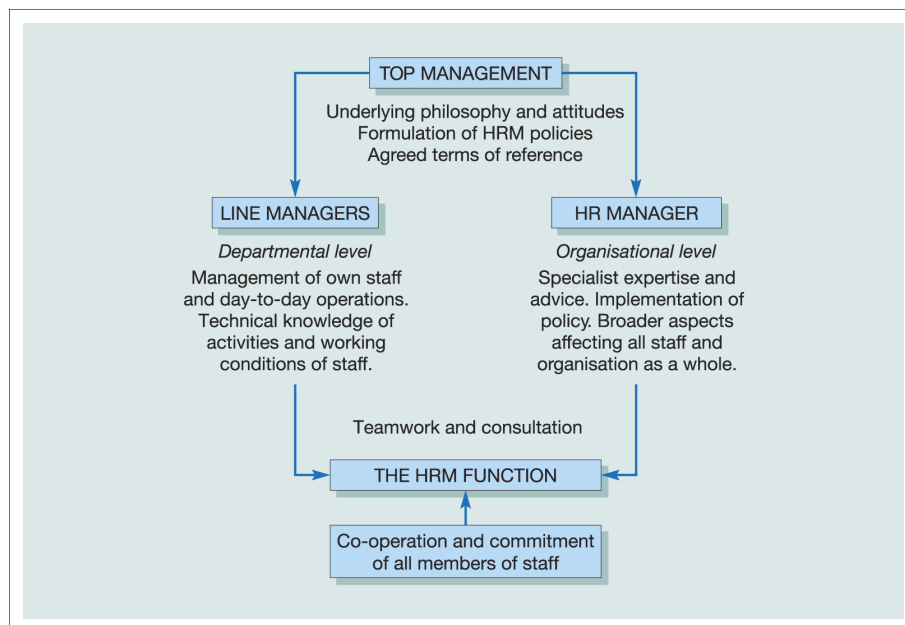
If you use bullet-points to list items, you must use the following format

item....

item ....

item ....

When inserting a table or a figure, ensure that the label includes a number and a title as per the example given below. If you are using a figure or table produced by someone else do not forget to identify the source (Author, Date, page).



(Source: Mullins, 2007, p.486)

Figure 1 The HRM Function - a shared responsibility

Continue your text immediately after the table or figure ensuring that it is in the correct format. If it is necessary insert a page break.

## Chapter 1 - Title

Your text goes here ..... 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

Your text .....

	<b>All residents</b>	<b>British</b>	<b>EU</b>	<b>Non-EU</b>
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	543	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 ensure that you refer to it in the body of the text to explain its purpose. Any illustration must be connected to and supporting the text around it.

Footnotes are NOT to be used.

Referencing in the body of the text should show the name of the author and the date of publication in brackets. For example, you would put (Takata, 2016) if you have paraphrased their work. If you are including a direct quote your 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 placed in the Bibliography at the end of the document, before the Appendices.

Ensure that every Appendix you include has been referred to in the body of the text to avoid redundancy. Simply including something as an Appendix has no value.

Start every chapter on a new page.



## Chapter 2 - Title

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

Your text ..... Quotes of less than two lines should be in the body of the text. They will be inserted in 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 by brackets. Any quote of three lines or more will be intended as follows:

« *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 you continue with your text normally.

### Second-level Title

Your text .....

### Second-level Title

Your text .....

#### Third-level Title

#### Third-level text

Your text .....

Follow this format for as many chapters as you have in the document

## Conclusion

This section will draw together the whole document and present your conclusions. It is entirely possible to include a section of personal reflection on the research you have undertaken and what the experience has meant to you.

Your text ....

## Glossary

Include any words, terms, abbreviations that you have used in the dissertation and give their meanings.

This is extremely helpful for someone unfamiliar with the field of research, for example for someone who may not be aware of the technical language used.

## Bibliography

One simple rule, ensure that your references are correct and complete and presented in a consistent manner throughout the document.

Remember that you only reference the sources that you have referred to in the dissertation, including articles, books and websites. Do not include every single source that you have investigated over the life of the research project.

Presentation rules:

- Present your references in categories (books, academic articles, newspaper articles, websites, electronic messages, etc...)
- List the authors in alphabetical order in each of the categories

EM Normandie has adopted the Harvard System format for the preparation of all references. All the information is presented above in point 6 "Academic approach. You will find these examples and many more, as well as all the necessary resources, on the Harvard EM Normandie Style page in the Writing Center of your Virtual Learning Center.

**List of Figures** (if you have an

**List of Appendices** (if you have any)

REMEMBER – it is one APPENDIX but several APPENDICES





### **Author's Declaration of Originality**

*[Include this statement at the front of your dissertation or thesis document]*

I hereby certify that I am the sole author of this dissertation and that it presents my ideas, analysis and evaluation of the findings of my research.

I certify that, to the best of my knowledge, this document does not infringe upon anyone's copyright and that any ideas, methodologies, quotations, or any other material from the work of other people has been completely and correctly referenced in the body of the work and in the References and/or Bibliography. All citations use the referencing system which has been adopted by the school.

Any direct quotations from written or verbal data are shown in quotes, and appropriately referenced.

Any part of this document which has been used in previous academic assessments during my program of study has been identified and referenced in accordance with the Harvard regulations.

I confirm that there has been no unauthorized assistance from other students or friends during the production of this document. No part of this work comes from any academic support Internet site. \*

I declare that this is a true copy of my own work and that I accept that it be submitted through the anti-plagiarism software used by the school for confirmation of this fact

Date:

Signature:

\* Any site offering to sell work or provide it for free.

**Appendix 4: Assessment form**  
**M2/MS/MSc Interim Document**

**12 to 15 pages**

**Student Surname & First Name**

**Programme**

**Title**

<b>Assessment of Form</b>	Very poor	Poor	Average	Good	Excellent
Spelling Grammar <b>1 point</b> (the author did not make any mistakes)	0	0.25	0.5	0.75	1
Quality of Style <b>1 point</b> (the author has written a document 1 / which is easy to read and 2 / which helps the reader to follow the author's reasoning)	0	0.25	0.5	0.75	1
Presentation– Lay out <b>1 point</b> (the author respects the presentation standards)	0	0.25	0.5	0.75	1
Quotations, Standardised References and Bibliography <b>2 points</b> (the author respects 1 / the referencing standards in the body of the text 2 / the standards for writing the bibliography)	0	0.75	1	1,5	2
Remarks					
<b>Mark / 5 (25%)</b>					

<b>Choice of topic</b>	Very poor	Poor	Average	Good	Excellent
Issues clearly stated <b>2 points</b> (the author describes precisely the problem in the introduction to the work)	0	0.75	1	1.5	2
Relevance and Interest of Topic <b>2 points</b> (the author explains in the introduction 1 / WHY the issue is relevant (with regard to the literature and / or the problems encountered by managers in the field) and 2 / what are the expected benefits (interest))	0	0.75	1	1.5	2
Consistency of Plan <b>1 point</b> (the author has organized the ideas in a logical sequence and there are no repetitions)	0	0.25	0.5	0.75	1
Remarks					
<b>Mark / 5 (25%)</b>					
<b>Theoretical Framework - based on 10</b>	Very poor	Poor	Average	Good	Excellent

<b>scientific references minimum</b>					
Scientific knowledge in line with topic <b>1 point</b> (the author used sources related to the issue; there is no off-topic)	0	0.25	0.5	0.75	1
Correct and valid scientific knowledge <b>1 point</b> (the author mentions his sources in the body of the text)	0	0.25	0.5	0.75	1
Critical analysis of the literature <b>1 point</b> (the author compares the data in the literature by grouping, for example, the common points or by highlighting the divergences)	0	0.25	0.5	0.75	1
Synthetic Skills (Avoids catalogue or inventory pitfalls) <b>2 points</b>  (the author avoids the catalog or inventory effect; the author does not limit himself to an article-by-article synthesis; the author takes up the highlights of his readings)	0	0.75	1	1.5	2
Remarks					
<b>Mark / 5 (25%)</b>					

<b>Methodology</b>	Very Poor	Poor	Average	Good	Excellent
Relevance of Methodology to Topic <b>1 point</b> (qualitative - quantitative) (the author explains his methodological choice (qualitative - quantitative) and the reader appreciates this choice with regard to the questioning)	0	0.25	0.5	0.75	1
Justification of Methodology Options <b>2 points</b> (the author explains his methodological choices and refers to a methodological literature to explain his approach)	0	0.75	1	1.5	2
Feasibility of Methodology (data collection sources, sampling, types of data) <b>2 points</b>  (the author provides details on the sources of collection, sampling, types of data to be collected; the field project as described is feasible within the allotted time)	0	0.75	1	1.5	2
Remarks					
<b>Mark / 5 (25%)</b>					

**X MARK: /20**

**M2 A MARK (X x 0.3) = /6**

**MS/MSc A MARK (X x 0.2) = /4**

**Signature of Tutor/Supervisor: \_\_\_\_\_ Date:    /    /2023**



2022/2023

ASSESSMENT FORM

THESIS (*MEMOIRE*) M2/MSc/MSc

50-70 pages

Student Surname and First Name:

Programme

Title

Assessment of Form	Very Poor	Poor	Average	Good	Excellent
Spelling - Grammar <b>0.5 point</b> (the author did not make any mistakes)	0	0.1	0.25	0.4	0.5
Quality of style <b>0.5 point</b> (the author has written a document 1 / which is easy to read and 2 / which helps the reader to follow the author's reasoning)	0	0.1	0.25	0.4	0.5
Presentation - Layout <b>0.5 point</b> (the author respects the presentation standards)	0	0.1	0.25	0.4	0.5
Quotations, Standardised References and Bibliography <b>1.5 point</b> (the author respects 1 / the referencing standards in the body of the text 2 / the standards for writing the bibliography)	0	0.5	0.75	1	1.5
Remarks					
Mark / 3 (15%)					

Choice of Topic	Very Poor	Poor	Average	Good	Excellent
Issues clearly stated <b>1 point</b> (the author describes precisely the problem in the introduction to the work)	0	0.25	0.5	0.75	1
Relevance and Interest of the Topic Addressed <b>1 point</b> (the author explains in the introduction 1 / WHY the issue is relevant (with regard to the literature and / or the problems encountered by managers in the field) and 2 / what are the expected benefits (interest))	0	0.25	0.5	0.75	1
Consistency of Plan <b>1 point</b> (the author has organized the ideas in a logical sequence and there are no repetitions)	0	0.25	0.5	0.75	1
Remarks					

<b>Mark / 3 (15%)</b>					
<b>Theoretical Framework - based on 20 scientific references minimum</b>	Very Poor	Poor	Average	Good	Excellent
Scientific Knowledge Relevant to the Topic <b>1 point</b> (the author used sources related to the issue; there is no off-topic)	0	0.25	0.5	0.75	1
Correct and Valid Scientific Knowledge <b>1 point</b> (the author mentions his sources in the body of the text)	0	0.25	0.5	0.75	1
Critical Analysis of Literature <b>1 point</b> (the author compares the data in the literature by grouping, for example, the common points or by highlighting the divergences)	0	0.25	0.5	0.75	1
Ability to be Synthetic – (avoids catalogue and inventory pitfalls) <b>1 point</b> (the author avoids the catalog or inventory effect; the author does not limit himself to an article-by-article synthesis; the author takes up the highlights of his readings)	0	0.25	0.5	0.75	1
Remarks					
<b>Mark/ 4 (20%)</b>					

<b>Methodology</b>	Very Poor	Poor	Average	Good	Excellent
Relevance of Methodology Options (qualitative - quantitative) <b>1 point</b> (the author explains his methodological choice (qualitative - quantitative) and the reader appreciates this choice with regard to the questioning)	0	0.25	0.5	0.75	1
Clear Description of Methodology Tools <b>2 points</b> (the author details his questionnaire / interview guide, his sampling, his data processing methods, etc.)	0	0.75	1	1.5	2
Justification of Methodology Options <b>2 points</b> (the author explains his methodological choices and refers to a methodological literature to explain his approach)	0	0.75	1	1.5	2

Remarks
<b>Mark / 5 (25%)</b>


Results	Very Poor	Poor	Average	Good	Excellent
Clear Account of Results <b>1 point</b> (the author describes the results obtained based on verbatims or the main quantitative results)	0	0.25	0.5	0.75	1
Relevant Analysis of Results <b>1 point</b> (the author highlights the salient results of his empirical study and analyzes them)	0	0.25	0.5	0.75	1
Articulation of Empirical Data and highlighting of Contribution <b>1 point</b> (the author links the results obtained with the elements of the literature)	0	0.25	0.5	0.75	1
Answers given to Issues <b>1 point</b> (the author provides an answer to the hypotheses / research proposals - / sub-questions, then answers the problem)	0	0.25	0.5	0.75	1
Quality and Relevance of Recommendations <b>1 point</b> (the author makes operational and relevant recommendations related to the issue)	0	0.25	0.5	0.75	1
Remarks					
<b>Mark / 25%</b>					

**Y MARK: /20**

**M2 B MARK (Y x 0.7) = /14**

**MS/MSc B MARK (Y x 0.6) = /12**

**M2 OVERALL MARK (A + B) = /20**

	Similarity Index	%
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Signature of Tutor/Supervisor: \_\_\_\_\_

Date / /2023

2022/2023

**ASSESSMENT FORM**

**MS/MSc DEFENCE**

**Student Surname and First Name**

**Programme**

**Title**

Assessment of Form	Very Poor	Poor	Average	Good	Excellent
Presentation (clear presentation, quality of presentation tools, timekeeping) 4 points	0	1	2	3.5	4
Attitude with the jury (openness to remarks, politeness, professionalism ...) 3 points	0	0.75	1.5	2.5	3
Quality of Oral Expression (vocabulary, eloquence and conviction) 3 points	0	0.75	1.5	2.5	3
Remarks					
Mark / 10 (50%)					

Content Assessment	Very Poor	Poor	Satisfactory	Good	Excellent
Presentation of topic 2 points	0	0.75	1	1.5	2
Consistency of Issues with the Plan Defined 2 points	0	0.75	1	1.5	2
Quality and Synthesis (theoretical framework, methodology, results) 2 points	0	0.75	1	1.5	2
Ability to highlight Research Contribution 2 points	0	0.75	1	1.5	2
Quality of Answers to the Questions from the Jury 2 points	0	0.75	1	1.5	2
Remarks					
Mark / 10 (50%)					

**Z Mark:** /20


MS/MSc

**C MARK (Z x 0.2) =** /4

MS/MSc

**OVERALL MARK**

**(A + B + C) =** /20

	Similarity Index	%
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Signature of Tutor/Supervisor: \_\_\_\_\_

Date: / /2023